



"We're turning government to face the people,"

concluded Governor Gary Locke in breaking ground on Digital Washington, with the launch of Release 1.0 of the Digital Government Plan earlier this year.

Turning government.

A powerful idea, perhaps the original promise of the reformer. Indeed, there is universal agreement that government can be more efficient and responsive.

Facing the people.

An even more powerful idea, because citizens are not simply customers of public services, but the ultimate owners of the governments that provide these services.

Enter the Internet, which has quickly surpassed any conventional measure as a mass media or distribution channel. It enables the better, faster, cheaper service delivery that citizens as customers expect, while disrupting and replacing tired bureaucratic processes that citizens as owners will no longer tolerate.

How then are we to understand the relationships among the Internet, citizens, and government as they come together in Digital Washington? The answer has less to do with the intangibles of cyberspace¹, and more to do with the concrete ways we live and organize ourselves in the world.

Digital Washington is the place on the Internet where citizens manage their relationships with their government, where businesses and government meet as trading partners, and where governments themselves transform the way they do business. Coming together in a common electronic environment, these diverse interests have pioneered a community that is bonded by the promise of a better way to get things done.

Just as urban planners, civil engineers, and architects remind us that a city or town is never complete—they are always growing, aging, renewing—so it is with the place we call Digital Washington.

On the cover of Release 1.0 of the Digital Government Plan stood a citizen with a briefcase full of plans and dreams for an attractive tract of land and sea that extended beyond the horizon. It is how many communities are born.

In the months since the plan first appeared, much work has been done to establish the foundations, or infrastructure, for the building of Digital Washington.

- The digital equivalents of roads, ports and bridges have been installed and extended, as have a full range of modern utilities.
- Like many new communities, a bank was among the first buildings erected—a means to handle financial transactions behind an edifice of trust and supported by a secure safe.
- At the same time, those that would occupy the town hall have been busy defining and adapting policies, procedures, and rules of the road for Digital Washington.
- Finally, the community founders created a school where, together, they learned how to build the businesses of Main Street in ways that could work best in the new environment.

Add to the mix the on-line business processes that were developed in a neighboring town and imported into

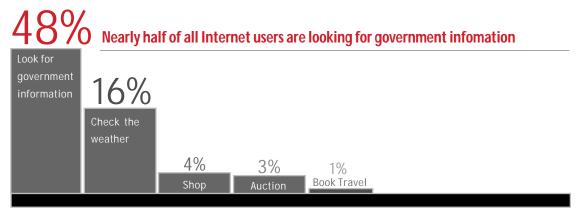
¹ The term cyberspace was borrowed from science fiction to capture the dynamics of what was happening, or might happen, inside the virtual world of the Internet. See William Gibson, *Neuromancer*, New York: Ace Books, 1994

the new community. (A detailed listing of all current and prospective applications, including those that were completed during and prior to Release 1.0 of the Digital Government Plan can be found at the end of this document.)

Importantly, our citizen with the briefcase returns here in Release 2.0 with an expanded portfolio of applications: the goods and services available in this new community. In fact, the portfolio has more than tripled since the first tally, now totaling over 240 applications—

22 of those coming online in the last six months alone. What's more, the list of things that the community wants to do next has growneters survey by the Pew Research Project on the Internet and American Life underscores the vital importance of the growing portfolio of digital government applications. In contrast to much of the survey work in this area that looked at how people used the Internet in general terms, Pew asked 3500 people about their specific use of the Internet. Its findings were striking:

- The business-to-citizen and business-tobusiness categories that have received so much attention enjoyed relatively modest use by respondents. Only one percent of the people surveyed said that they had booked travel online, yet this is estimated to be a \$4.2 billion dollar industry.
- Respondents also reported that three percent had participated in an online auction,
- four percent had purchased a product, and
- 16 percent had checked the weather online. In contrast to the single digit responses in most of the consumer categories, fully 48 percent of the respondents in the Pew Research study reported that they used the Internet to find government information. Public agencies are increasingly able to service these demands of half of all Internet users by transforming government information into actionable knowledge. Making it available over a digital government infrastructure that supports high volumes of secure transactions allows public agencies to respond efficiently to this half of all Internet users.



PEW: The Internet and American Life Project An initiative of the PEW Research Center, a project of the Tides Center, and fully funded.

Previously in Release 1.0

The original release of the Digital Government Plan anticipated this unparalleled demand and potential for transforming the citizen experience. Release 1.0 provided the vision for digital government, introduced the concepts for its governance, laid a blueprint of its infrastructure needs, and identified the early applications that, together, set the agenda for the first set of construction projects.

Release 1.0 launched Washington state on a journey through a strategic inflection point, a point beyond which new metrics, new rules, and new expectations apply. This new model of governance assumes:

- The ascendancy of the digital citizenry
- Their expectation of compelling, integrated and simple online experiences with an "always open" government
- Their expectation of a secure online environment and appropriate consumer protections
- Location independence of people through wireless connections and different sizes and shapes of Internet access devices and
- Incubation of innovation from within, followed by rapid replication.

In contemplating an online environment in which real people do real business in real time, Release 1.0 began with the citizen view of the digital government experience:



Consider a person we'll call Diane Doe.

She has just moved back to Washington. As soon as the movers unpack her PC, she logs on to the Access Washington web site and chooses from a menu of some common life events. She clicks on "Moving to Washington," which gives her a ist of all the chores one commonly has to do to settle in her new community and state. By clicking on those items that fit her situation, she is able to request new plates for her car, register to vote, enroll her son in the local school, send a change of address form to her old post office, and order tags for Fi Doe, the dog. Because Washington has linked its databases and designed its applications to have a common look and feel, Diane has to enter her personal information only once, and is able to choose her payment method from a number of options, all within a secure, trustworthy environment. She has just completed, "online," in a few minutes what would have taken her days to accomplish standing "in line." And because digital government is available to citizens around the clock, Diane is able to accomplish all this in one evening, with no interruptions to her workday or time with her son.

Access Washington extends to home, school, and work.



In an example of digital government at work, Kevin Nguyen, a small

business owner from Spokane, remembers that the deadline for filing his quarterly business taxes is approaching quickly. Since he is in between business meetings in Walla Walla at the time, he uses his palm-sized computer (he could have used his cell phone or other single purpose device), to take care of this chore over the "wireless" Internet. He logs on to the Transact Washington web site, clicks on Business, then Electronic Tax Filing (ELF), and taps in his authentication information at the prompt. An individualized tax form appears, which has all the relevant information, including the tax rates for his business type and location, already entered. The only thing Kevin has to do is enter the financial data for the quarter onto the form. Clicking back and forth between the financials on his personal digital assistant and ELF, he's able to fill in the needed information and the ELF form calculates his final tax liability. It seems like an unusually large amount. He wonders if the tax rates have gone up. So to double check, Kevin asks ELF to show him his filing from last year for the same

quarter. Comparing the two, he finds that the tax rates have remained the same but his income has increased. Now satisfied that everything is in order, Kevin completes the form with his digital signature and hits the send button. The tax payment will be made from his business checking account through an electronic funds transfer. Digital government has made the quarterly tax filing process faster, cheaper and better for Kevin. Faster, because he no longer has to pick up forms, read the instructions, fill in the information, calculate the liability, and deposit the letter in the mailbox. Cheaper, because the automated calculations allow him to file the taxes himself. Better, because electronic filing allows him to be more productive and flexible with his time.

Digital Government: Easy for citizens to use

Digital government changes the focus from multiple points of contact with multiple government agencies to a single point of contact that is organized around the life events of citizens and businesses.

Multiple state agencies, legislative and judicial branches, even selected parts of federal and local government can all be virtually coalesced online into a single enterprise dedicated to delivering services to citizens in the most convenient manner possible.

Digital government creates an experience that makes sense to the citizen—it is intuitively understandable, with a uniform look and feel, regardless of the entity with which the citizen is dealing.

Digital government, through its e-services, improves and strengthens relationships between citizens and their government. Secure and controlled access to timely, accurate, and authoritative public records, e-mail, video

conferencing, a state-level public affairs cable network, and other networked services provide greater opportunity for citizens to access and interact with all levels of government.

From their homes or offices in Neah Bay, Clarkston, Metaline Falls, or Ilwaco, as well as from the cities of Seattle, Spokane and Vancouver, citizens can now do as much online as the few with direct physical access to state offices, the Legislature, and city halls could do only a few years ago. Streamlined easy-to-use electronic transactions increase public confidence in government's ability to function efficiently. Mechanisms for collecting citizen feedback, such as including user comment areas on electronic forms and analyzing common problems solved by help desks, assist the state in responding to the public's needs and priorities.

Mining Costs Out of Routine Processes

Taxpayers may receive the most important benefits of digital government through the transformation of government operations – making them more cost effective and responsive in a rapidly changing world. Digital government holds the promise of bringing the efficiencies of the Internet's .com economy to a .gov world.

Industry observers have noted the impact of the Internet over the next two years is often overestimated, while its impact over the next five to 10 years is profoundly underestimated.

Among those observers is Alan Greenspan, chair of the Federal Reserve Board, who concluded, "The newest innovations...have begun to alter the manner in which we do business and create value, often in ways not readily foreseeable even five years ago."

The purpose of the Digital Government Plan is twofold. First, it continues the vital

public conversation about the five to 10 year prospects for digital government. Second, it focuses on the results that can be realized in the next year, producing immediate changes in the citizen experience while setting the preconditions for a longer term, deeper transformation of the way government works.

The challenge of putting government services online is significant—but it brings with it the opportunity to meet the public's expectation of cheaper, faster, better government services through the use of digital technologies. In recent years, Washington's political leaders have embraced digital government as a priority in re-making public institutions, with a view to ensuring their responsiveness and relevance in the new century. The transition to this new model of governance was affirmed following the passage of Citizen Initiative 695, when Governor Locke directed agencies to "expand online government services to provide easier access for the public."

The .gov environment

The public sector is deliberate in its decision making, and must consider factors beyond those that shape strategy and business decisions in the private sector.

Government cannot choose its customers. Its services must be available to everyone within its borders, requiring (in many cases) a hybrid approach to service delivery. Despite growing PC and Internet penetration rates that exceed benchmarks for qualifying as mass media, public agencies may need to maintain conventional service delivery structures to meet their legislative mandates.

Unlike some prominent .com enterprises, government cannot justify huge investments (and attendant operating losses) in pursuit of greater market share. The market for government services is fixed, and public accountability processes do not look favorably on speculative investments.

Even in the government sector, there are significant differences among states. Washington's state agencies operate in an authorizing environment that includes strong commitments to both open records and privacy protection. While some other states fund the development of agency Internet applications and absorb associated credit card fees by selling their data, this model is not easily reconciled with Washington's authorizing environment.

Learning from the best of the private sector

The private sector has demonstrated that service delivery costs can be slashed through the strategic use of technology. According to the Organization for Economic Co-operation and Development (OECD)², distribution costs are significantly reduced for electronically delivered products such as financial services, software and travel. For the airline industry, costs have been reduced from \$8 to \$1, resulting in savings of 87 percent. In the banking industry, costs have been reduced from \$1.08 to \$0.13, a savings of 89 percent. Using the Internet for electronic bill payment reduces costs from 71 percent to 67 percent, and for term life insurance policies the drop is from \$400 to \$700 for the traditional methods down to \$200 to \$350 online, a savings of 50 percent. Finally, the OECD reports, for software the drop is from \$15 to a range of \$0.20 to \$0.50 for the online process. This results in savings of 97 to 99 percent.

Early advances in the public sector

Similar cost savings have been recognized in the public sector. In a 1999 white paper entitled "The Quest for Electronic Government: A Defining Vision," the Institute for Electronic Government states that, "Depending upon the service, the population required to use that service, and other variables, early studies indicate governments are saving up to 70 percent by moving services online compared to the cost of providing the same services over the counter."

Cost savings in other states

The experience of other states is also instructive: the State of Alaska's vehicle registration process used to cost \$7.75 for a face-to-face renewal. Now those same transactions cost only 91cents using the new WebMart online renewal system. ⁴The State of Arizona is realizing similar efficiencies with its award-winning Internet-based vehicle licensing application.

In another variation on e-commerce applications in the public sector, GeorgiaNet, a public authority established by the state of Georgia, has structured cost incentives into its online service offerings. By absorbing credit card fees and making the cost of service cheaper online, GeorgiaNet is driving up usage and adoption. The result of moving volumes of routine transactions to the Internet is that staffers have more time to work on the exceptional cases, and deal with growing demand for public services cost effectively-without expanding the brick and mortar infrastructure.

- ² The Economic and Social Impacts of Electronic Commerce: Preliminary Findings and Research Agenda, Executive Summary, pg.14. The Organization for Economic Co-operation and Development
- ³ The Ouest for Electronic Government: A Defining Vision, by Janet Caldow. Institute for Electronic Government IBM Corporation, July 1999
- ⁴ Electronic Commerce: A Blueprint for States, The Center for Digital Government,p14, Nov. 1999.

A long-term commitment to doing government business online

While the cost savings listed above are impressive, it is important to remember that they are associated with specific portions or processes of an overall project, and the rate of savings depends upon how quickly the new services are adopted. As such, cost savings cannot be projected across an entire project or budget unit. Additionally, realization of the cost savings will be made over time since initial savings will be offset by the start-up costs.

Ultimately, cost savings are based on sound business practices—the result of the purposeful transformation of the way work gets done. This requires a long-term commitment to redeveloping government business practices around the Internet. Sustainable implementation of e-commerce applications will be brought about by improving the public's experience with government and by demonstrating the positive cost-to-benefit relationship of changing the way business is done.

More time for everyone

Digital government benefits everyone, even those citizens who are unable or choose not to "go electronic." By serving growing numbers of people over the Internet, Washington can provide the remainder with shorter lines at the traditional counter or shorter telephone queues at agency call centers. Digital government holds the promise of automating volumes of routine transactions (broadly defined to include applications, filings, and information requests) while focusing public employees on those interactions that require individualized attention. Not only does this allow government to be more efficient, it allows government to be more attentive to the individual citizen—both online and offline.

Scope

The Legislature has long held that information technology (IT) can play a vital role in increasing the efficiency of government operations: its intent and direction have been codified repeatedly over the years. For example, legislative leaders, together with the Secretary of State, established the Electronic Authentication Act (first enacted in 1995), which provides the legal framework for certain types of digital signatures. The Legislature also created the Information Services Board (ISB) and delegated to it the stewardship of the state's IT resources and, by extension, digital government. Consistent with this directive, the digital government initiative will focus on new ways to realize internal efficiencies within its own operations as well as provide services and information to citizens and businesses. As detailed below, the Legislature has created dedicated funds to deal with important technology issues, most notably Year 2000 remediation and digital government.

Digital government will be constructed in several phases. Washington will progressively deliver services and/or information from all arenas of state government, including the legislative, judicial, and executive branches, including both large and small agencies, and all levels of the educational system. In time, intergovernmental agreements will allow the inclusion of services from other governments such as federal and local agencies. The centrally organized delivery of many diverse services through the state's Internet portal will reach a critical mass, and the resulting single face of government promises to be among the most effective routes for conducting business on the Internet.

Digital government will also take a comprehensive approach to its scope of technologies. While the initial focus of the

work will be on services designed to be delivered to the desktop personal computer (PC), it is not likely to remain there for long. Dataquest estimates that the sale of mobile Internet devices will increase from 685,000 this year to 19.2 million in 2003, and IBM foresees 1 trillion "smart devices" connected to 1 billion users around the world in the not-too-distant future. ⁵ As these new devices for receiving information are developed by industry and more broadly used by the public, Washington will incorporate them into the delivery of digital government services.

The Business of Going Digital

The first element: leadership intent

In the public sector there are three elements to the business rationale. The first is clearly stated intent of the political leadership. At the Microsoft Government Leadership Conference in April 2000, Governor Locke described Washington's plans for digital government:

Nobody else is bringing agencies together the way **we** are in this plan. The plan not only offers easy access to information, it will provide the tightest security measures available today. Washington leads the nation in digital government because of what I'll show you right now.

Washington is orchestrating a groundbreaking relationship between citizens and government...a dot .gov relationship that works like the best of the dot .coms. If you can order your groceries from home, you should be able to register your car and order your license tabs from home. If you can order Windows 2000 from home, you should be able to apply for your business permit from home. So Washington is the first state to offer citizens access to every state

agency in 'the click of a mouse.' And to do it with confidence that their personal information is protected. It's called Access Washington. It's state government all under one roof...

It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change. Today is about a change in the way we do government. Our business climate is heating up and government is keeping up...providing citizens with information and services at their fingertips. When they want it. Where they want it. This is about real people doing real business in real time. We are the most technology-intensive economy in the nation. We have more than 7,000 high-tech establishments employing more than 76,000 people, paying more than \$3.7 billion in wages, thanks in a large part to Microsoft...so our citizens are used to interacting with a computer all day long. So we want them to be able to interact with us in government through their computer, too.

From in line to on-line...it's all about the streamline that government can and will be. And all the while, we're making government more efficient, less expensive, and greener! We're phasing this in...so by the time it's all in place, it will be just what our citizens want. Trust is about relevance. We want people to trust government. For them to trust government, we must be relevant in their lives.

The second element is utility.

The Public Information Access Policy Task Force, in its 1995 report and recommendations, states that "Public demand should drive the selection and prioritization of government information that is made available electronically. High use materials and basic government information should be among the first materials made available electronically." ⁶

⁶ Report and
Recommendations.
Encouraging
Widespread Public
Electronic Access to
Public Records and
Information Held by
State and Local
Governments. Public
Information Access
PolicyTask Force.
December 1, 1995.

Moving Beyond the PC: Thanks to Finland, surfing the Net will be easier than ever. By William J Holstein in U.S.News Online, 12/13/99.

The task force recommendation was later codified in statute and directs that "agencies shall develop processes to determine which information the public most wants and needs."

What is true for government information is also true for government transactions. Those transactions that involve the highest number of people and demonstrate the greatest business value in the state should be given priority. Vehicle license tabs is clearly the exemplar program in this category.

The .gov authorizing environment

Harvard's John F. Kennedy School of Government and University of Washington's Daniel J. Evans School of Public Administration have identified the three primary and interrelated aspects of a public sector authorizing environment: value, support, and capacity. Washington's digital government initiative is strong in all three areas.

The value proposition for the citizen is clear in terms of more convenient services, and for the government in terms of more efficient and less costly delivery systems.

Political support for digitizing government has been distinctly verbalized by the governor and his administration in numerous public statements. Agency directors and information technology managers have committed their support by signing contracts with the governor that promise to deliver government services online.

The third element is value.

An important part of any strategic plan is the supporting business and financial strategy. This focuses on the business side of the equation and answers strategic questions such as:

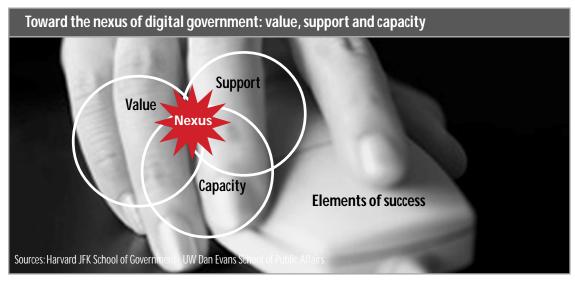
 What does the public want, need, and expect? (Digital government, with its citizen centric focus, creates a rich opportunity to invite user participation in the requirements definition process.)

Capacity, the aspect that other states have frequently identified as lacking, is a real strength for Washington. As the national leader in digital government, Washington has demonstrated in past projects that it already has the resources, infrastructure, and human capital to make digital government a success.

The nexus of this triad is where the value proposition holds, the support is in place, and the capacity is available.

This is the place where success is most assured. Case studies from Harvard and UW confirm that failure occurs when an activity or initiative operates outside of this area.

Washington's plan for digital government drives to the nexus, as does its strategy to develop the three critical components of policy, infrastructure and applications in an interlocking way.



- What do small business owners really want?
- How much are they prepared to pay for the services?
- How much is it going to cost to develop and support the service?
- Who will invest in the venture?
- What do they expect in terms of return on investment?

Toward Digital Government

The state's successful transition to a digital government is based on careful, coordinated planning to ensure interoperability, ease of use, security, and the wise investment of taxpayer money. To get there, the architects and builders of digital government must take an approach that treats the state, with all its various components, as a single enterprise.

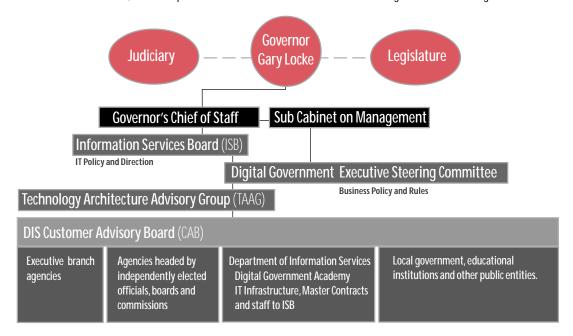
The Community of Value

A community of interest is commonly defined as a group of individuals or entities with a common goal. A community of value also shares a common goal—in this case, digital government — but it goes further. A community of value is also characterized by a shared investment (economic and/or political) in the outcome and interdependency among the players. In many ways, the Internet is transforming a community of interest within state government into a community of value.

Agencies share a common goal of providing a better citizen experience through more efficient service delivery. Because citizens do not distinguish between or among agencies that perform well and those that do not when forming opinions about what they see as a single entity called government, agencies have a shared interest in the outcome. Finally, the effectiveness, completeness, efficiency and integrity of the

The community of value around digital government

Those who deliver services, those who provide infrastructure and those who authorize how government services get delivered.



citizen experience rely on agencies coming together around common infrastructure, protocols, and interfaces. Digital government, done well, creates a mutual, interdependent development environment across the family of agencies.

The state's "community of value," is working together to build digital government using these critical success factors:

- Executive level commitment
- Communication
- Collaboration
- Allocation of resources
- Statewide approval and support
- Correct sequencing and priorities
- Risk management

The state's community of value is composed of those who deliver services, those who provide the infrastructure, and those who authorize how government services gets delivered. Together, they share responsibility for guiding the transition to digital government.

The state's Information Services Board (ISB) is providing the authorizing environment and strategic technology direction for the implementation of digital government while the Digital Government Executive Steering Committee (DGESC) and the Department of Information Services (DIS) coordinate the effort to develop the policies for the Information Services Board to approve.

Many partners have key roles and responsibilities to monitor digital government's progress and ensure its success. Each is discussed in turn.

The Information Services Board (ISB)

The ISB, as a policy and planning body, has been given a broad legislative mandate for the stewardship and management of the state's IT resources. Along with developing the plans, technology standards, and policies to enable digital government and bring it to fruition, the ISB also oversees IT acquisitions and projects, receives progress reports on the digital government program, and approves and monitors individual digital government projects as appropriate.

The ISB receives recommendations from the Digital Government Executive Steering Committee and the Technical Architecture Advisory Group for changes to state technical standards and policies underpinning the digital government project. Approval and coordination of digital government initiatives across state agencies focuses on four broad questions:

- Infrastructure: Does the project meet the state's architectural standards, and does it fit within the state's overall infrastructure?
- 2. Acquisition: Does the project meet the state's investment policy? What acquisition methodology does the agency plan to use, and why? What is the cost effectiveness/ benefit for the agency and the state?
- 3. **Development:** How does the agency plan to develop the application?
- 4. **Implementation:** How does the agency plan to deploy the project?

Under RCW 43.105.041, the ISB is responsible for the statewide IT plan and its periodic update. This Digital Government Plan represents the first phase in the statewide plan's redevelopment around the imperatives of the Internet.

The Digital Government Executive Steering Committee (DGESC)

The Digital Government Executive Steering Committee provides enterprise-wide business policy guidance, recommendations, issue resolution and coordination to achieve the goals of the digital government program. The DGESC provides executive branch leadership from which other branches of government may benefit. The committee develops a prioritized set of strategic digital government initiatives, helps synchronize digital government activities, ensures a customer-centric focus and champions business transformation. It also develops and sponsors architectural and design standards and guidelines, recommends changes to statewide policy and encourages efficiency gains for greater capacity through digital government initiatives. The committee is composed of executive-level agency representatives who are actively involved in developing Internet delivered public services.

The Technology Architecture Advisory Group (TAAG)

The TAAG makes recommendations to the DGESC regarding technical requirements, tool selection, and objectives for e-commerce infrastructure and services, including design of electronic authorization technologies, access control and directory services. The TAAG also participates in the development of digital government policy, standards, and guidelines. This group is composed of senior level agency IT managers drawn from the DIS Customer Advisory Board.

The Department of Information Services (DIS)

A member of the DGESC, DIS provides technical expertise and guidelines for digital government; coordinates and supports interagency communications; develops and implements new technology infrastructure and services; advises on funding to support agencies' digital government services; and provides staff support to the ISB.

The Legislature has authorized DIS to coordinate the effective use of voice, data and telecommunication technologies. It has also directed DIS to create a structure that manages networks, increases information sharing opportunities, recognizes any price advantages of new computing opportunities and "assists agencies in implementing such possibilities." ⁸

Building on its five years of experience in pursuing strategic initiatives, DIS has created a place, both physical and virtual, to fulfill these mandates. The intent is to accelerate digital government development in a collaborative environment. As detailed in its charter, the Digital Government Applications Academy is a collaborative learning and development environment designed to accelerate the deployment of agency-built, web-enabled applications. It exists as a catalyst for rapid and replicable development of secure, convenient, and cost effective Internet delivered services.

Office of Financial Management (OFM)

A member of the DGESC, OFM approves use of electronic and other technological means to transfer funds whenever economically feasible. OFM also assists agencies in identifying resources or reallocation of existing resources for agency electronic commerce initiatives.

Office of the State Treasurer (OST)

A member of the DGESC, OST establishes contracts for settlement of electronic payments for goods and services. OST also coordinates agencies' acceptance and use of credit cards and other payment methods. In a joint effort with OFM, OST establishes the means of making, receiving and managing electronic payments for goods and services.

Office of the Secretary of State

A member of the DGESC, the Secretary of State licenses certification authorities that issue licensed digital certificates in Washington. The Secretary of State also evaluates and recommends appropriate means for archiving electronic records.

The State Archivist, a Division of the Secretary of State, provides technical expertise to the state's records and information, as well as maintaining and preserving the state's digital government records as required by law.

Office of the State Auditor

A member of the DGESC, the State Auditor participates in the development of internal control standards for electronic commerce and develops and recommends minimum requirements for auditing electronic records.

State Agencies

Agencies develop the applications that move service delivery to the Internet. They are responsible for business strategy and procedures, cost/benefit analysis, process improvements for the Internet applications, as well as implementing agency specific components of electronic security architecture. Agencies have also dedicated executive management and technical staff to support and provide critical input on the digital government effort as they seek to transform the way their organizations do business.

RELEASE 2.0

Building the Digital Washington Community

- 17 Creating the .gov Experience
- 23 Principles of Enterprise Digital Government

25 Core Elements of Digital Government

A. Policy and Management Framework

- 27 B. Dot.gov: The New Operating Environment for Service Delivery
- 34 C. Online Public Services

41 Launch and Learn

Digital Government Applications Academy

44 Digital Government as Core Competence

The Internet and Experience Economy

- 45 The Growing Community
- 46 Newcomers to the Community of Value
- 47 Internet and Cultural Change
- 49 Addressing the Digital Divide
- 50 Overcoming Geographic Challenges
 Enabling More Access in Schools and Libraries

50 The Business of Digital Government

- 53 The New Government Value Chain Investment Model
- The Digital Washington Building Code:The applications Template and Outfitting Model (ATOM)

59 Conclusion: Leading by Doing

61 The Digital Government Applications Portfolio

Government to Citizen

- 69 Government to Business
- 74 Government to Government

81 Appendices

- 87 The Academy Charter
- 92 ACCIS Endorsement
- 94 Build It Once Chart



Governor Locke perfected the central theme of digital government by concluding that Washington State was creating

".gov experience as good as the .coms."

Creating the dot .gov experience

is the focus of Release 2.0, having met the preconditions for governance structure and infrastructure set out within the vision of the original Digital Government Plan.

Indeed, in six short months, Washington has established a new digital operating environment for service delivery. As summarized in .gov Infrastructure Relase 1.0, located on page18, and detailed later, the infrastructure has seen dramatic additions in the form of extensions to the state's Internet portal, directory services, application access control, credit card engines, contracts for certification authority, support functions, archiving, merchant banking, and new technical and policy provisions for security.

The state's 240 Internet applications, including the 22 launched since Release 1.0 plus the 89 new ideas proposed in the interim, can now be supported in a shared, trustworthy environment. The new infrastructure is complemented by new policies for investment, security, and privacy, as well as Internet standards and protocols, and user interface guidelines—all of which have been developed and adopted since Release 1.0. To the citizen or business owners, it means friendly, accessible, and increasingly personalized navigation through a full compliment of public information and transactional services. Construction of the core infrastructure for Digital Washington is complete. The next step of populating the neighborhood and building the community has already begun.

The foundation of digital government has been laid in the last few months and creates a flexible, yet robust environment for the continued development of digital government on an enterprise—wide basis. The next six-month phase of digital government construction brings with it a similarly ambitious agenda to make Digital Washington ready for its five million residents. The blueprint is reflected in .gov Infrastructure Relase 2.0, on page 19, and detailed below.

While the primary focus of phase one was on constructing the core infrastructure, phase two goes to the next step of populating the .gov real estate and building the Digital Washington community. Washington's task is to create the right conditions for the organized and orderly development of this fertile and promising Internet frontier community where public entities from all levels of government work together to place services where citizens want them. As in any new community, development must be done according to a zoning and building code that governs the land use, architecture, structural integrity, and Internet business application development that leads to a well planned community with a vital economy, rather than urban sprawl with areas of economic blight. As with any appealing community, richness and diversity spring from many developers contributing to the atmosphere.

Washington is intent on building community while preserving the distinctive services that citizens have come to value. This second release of the Digital Government Plan is about that

.gov Infrastructure RELEASE 1.0

Enterprise Security Architecture

Prototype Lab-Shared Security

Transact Washington Phase 1 with Early Adopters

Implementation Plan

Architecture Roadmap

Access Washington

Inside Washington

Evaluate & Select Vendor

Test Certificates Available

Authentication

Directory Services (LDAP)

Application Access Control

Certification Authority Contract Signed
Digital Certificate Early Adopter Program

Prepare & Issue RFP for Certification Authority

Requirements

Portals

Trust

1.0	1998		2000					
	Q4	Q1 Q2	03 04	01	02			
8/2/99 - 12/6/99				*				
8/16/99 - 9/30/99			\					
6/21/99 - 10/21/99		\						
9/1/99 - 12/29/99				\				
11/18/98								
6/30/00								
2/28/00 - 6/30/00								
2/28/00 - 6/30/00								
2/28/00 - 6/30/00			_					
1/24/00				\bigvee				
4/1/99 - 7/23/99								
7/23/99 - 2/28/00		ľ						
3/31/00				١,				
4/1/00 - 6/30/00				,				
6/30/00								
2/28/00				ullet				
2/28/00 - 6/30/00				•				

Pay	ments					
/	Statewide Merchant Bank Contract Office of the State Treasurer	2/28/00				lacksquare
√	Credit Card Payment Acceptance with DIS Hosted Storefront	2/28/00 - 6/30/00				•
App	lications, Tools and Support					
√	Adabas Middleware Tool Available	2/28/00 - 6/30/00				
√	Application Support Master Agreement Vendor	3/1/00 - 6/30/00				
✓	e-Storage: CD Based	3/1/00 - 6/30/00				
Pol	icy					
√	State IT Investment Policy	12/10/99				
√	State Internet Standards & Protocol Directions	12/10/99				
✓	State Security Policy	6/28/00				
/	Digital Government User Interface Guidelines Version 1	2/25/00				\blacksquare
/	Digital Government User Interface Guidelines Version 2	5/30/00				
/	Digital Government Web Privacy Guidelines	4/6/00				1
/	Executive Order Model Privacy Language	5/24/00				

[✓] Completed Tasks / Updated 7/14/00

gov Infrastructure RELEASE 2.0 2000

2.0	2000					
	Q3			04		
10/00				•		
11/00					\	
10/00				•		
9/00				7		
11/00			V			
11/00			1			
10/00						
11/00						
11/00					1	
12/00						
11/00					\	
10/00						
8/00		1	7			
11/00		1				
9/00				7		
10/00						
9/00	T			7		
12/00						
11/00					■	
10/00				7		
12/00						-
11/00					▼	
10/00				•		
10/00				•		
9/00			1	7		
12/00						,
	10/00 11/00 10/00 9/00 11/00 11/00 11/00 11/00 11/00 11/00 10/00 10/00 12/00 11/00 10/00 12/00 11/00 10/00 10/00 10/00	10/00 11/00 10/00 9/00 11/00 11/00 11/00 11/00 11/00 11/00 11/00 11/00 11/00 10/00 8/00 11/00 9/00 12/00 11/00 11/00 10/00 12/00 11/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00	10/00 11/00 11/00 11/00 11/00 11/00 11/00 11/00 11/00 11/00 11/00 11/00 10/00 10/00 12/00 11/00 11/00 10/00 12/00 11/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00	10/00 11/00	10/00 11/00 10/00 11/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00	10/00 11/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00 10/00

code – the common infrastructure, architecture, and approach to Internet application development that leads to a well-planned community.

More applications, greater choices for citizens

In short, Release 2.0 of the digital government Plan is about the stewardship of Digital Washington. To that end, the new infrastructure is being extended further to support applications with more sophisticated and complex features. Advancements include:

- Personalized services delivered through an extension of the Access Washington
 Internet portal, where industry-leading security and payment technologies will allow citizens and businesses to customize the nature of their relationship with government;
- An ability for citizens to find information and services by asking for it in plain English; and,
- The ability to chose among electronic payment options.

The strength of Digital Washington relies on the rapid development of multiple applications in such a way that each one maintains the integrity of the statewide enterprise. These applications are the equivalent of the community's businesses, owned and operated by local members of the community and producing the goods and services that bear the common look and feel of the "made in Digital Washington" brand. The brand is being developed collaboratively across the family of agencies, through a growing community of value, and accelerated through a learning environment dedicated to nurturing digital government as a core competence. Key

deliverables under Release 2.0 include:

- Application templates and other mechanisms that will support and assist agencies in delivering new applications to the public in record time;
- Statutory and policy refinements that enable agencies to deliver the highest level of accessibility, accountability, and utility in online services for the public.

Academy helps agencies collaborate to build applications faster

Digital Washington will continue to be built using these tools. But there is a larger cultural change at play as government navigates a strategic inflection point in transforming the citizen experience using the Internet. The Digital Government Applications Academy has emerged as the location to draw together an unprecedented number of agencies to develop and replicate Internet applications around common service delivery needs.

The Academy experience demonstrates that collaboration and communication among agencies is increasing and template-driven application development is overcoming the longstanding tendency toward agency-bound systems. Now more than ever, agencies are championing the enterprise approach out of a shared commitment to delivering services in a fast, reliable, accessible, and cost effective manner that provides a common citizen experience—a recognizable look and feel for all digital government applications across the state, regardless of what unit or branch manages the service.

Release 2.0 - Steps to a transformation

In the pages ahead, Release 2.0 details the status and planned development of the interlocking elements of digital government—the policy and management framework; the dot .gov infrastructure; and the rapidly expanding digital government applications portfolio.

Against the background of public service Release 2.0 then underscores digital government as a core competence of public service, and the importance of bridging the learning gap through the Academy, which serves as the laboratory for .gov innovation.

Finally, Release 2.0 concludes with a preview of a made-in-Washington Internet management and development methodology, covering everything from readiness to end-to-end execution.

This release marks out the next phase of the journey toward Digital Washington, expanding the toolset available to those who are building this community – a pattern that will continue through subsequent releases.

This version of the plan, like Release 1.0, is oriented toward a future in which there is a one-to-one relationship between citizens and government.

The destination is in view, the signposts indicate that the state is moving in the right direction, and advanced network technologies (broadband and wireless) promise to accelerate the pace.

This journey is more than tactics and speed. The digital transformation is changing citizen expectations and challenging conventional models of economics and governance. While the principles underlying democracy are timeless, the mechanics of practicing government are not. The continued relevance of government institutions depends on reflecting a world in which individuals have the power to manage their relationships in all aspects of their lives.

The dynamics of digital government are larger than can be captured in any one document at any one time. Given that, the digital government plan will maintain its view of the evolving world in six-month increments. Release 3.0 is scheduled for early in the new year, with Release 4.0 following in mid 2001.

Across all releases of the plan, discussion and development of digital government in Washington is rooted in principles of proper public stewardship.



Principles of Enterprise Digital Government

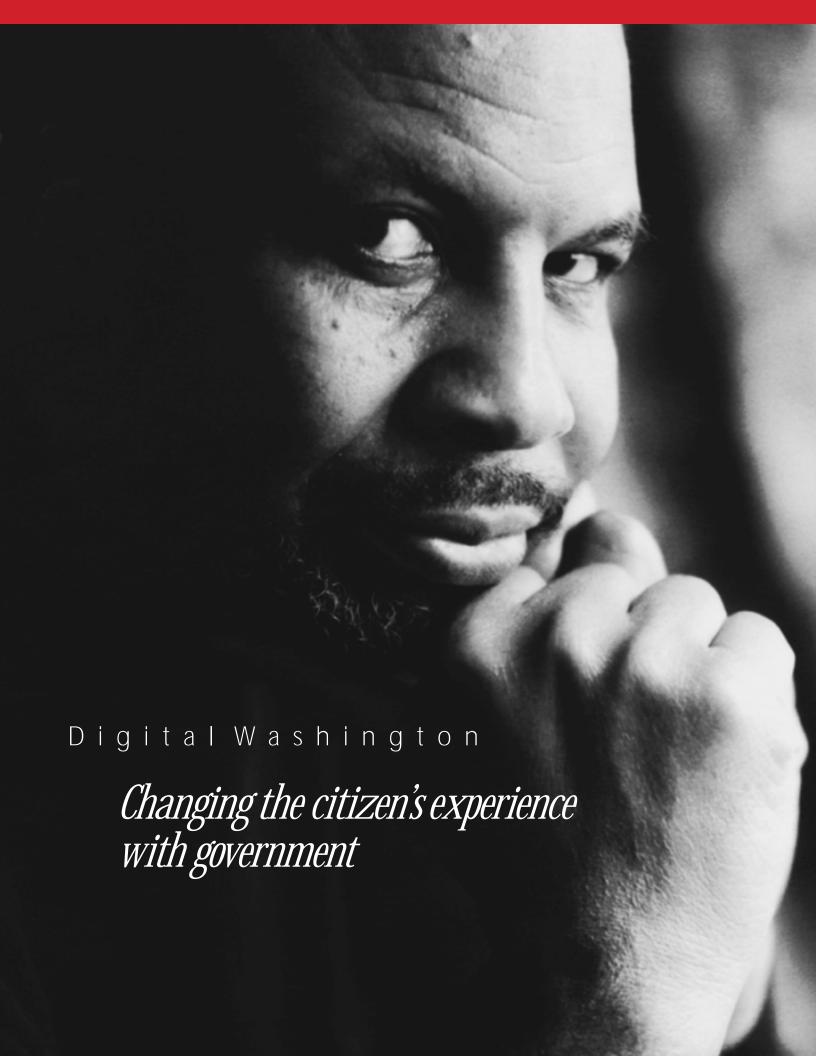
This space called Digital Washington reflects the values of the people of our state—open and accessible government, respect for privacy, and a bias for leading by doing. Digital Washington also transcends time and distance, which have been historic challenges in a large and often rural state.

This community called Digital Washington has also forged a covenant, based on the state's unique character, experience, and aspirations — the preamble of which reads, "We're turning government to face the people."

The articles of the covenant embody the principles of enterprise digital government:

- Citizen-Centricism: The citizen as owner of government, not just a customer of its services, is the common and first decision point in the design and implementation of digital government.
- Convenience and Ease of Use: Online
 applications are designed to improve citizen
 convenience and ease of use by improving
 service delivery and reducing waiting
 periods.
- 3. **Business Transformation:** Web-enablement is a necessary but, by itself, insufficient outcome of digital government. In the design of applications, architecture, and infrastructure, and in the development of the policy framework, it is vital to extract time, cost, and effort from business processes and their related value chains.
- Cost and Complexity: It should be no more costly, and should be less complex, for citizens to do business with government online than by conventional means.
- 5. **Capacity:** The new investment required to expand capacity through digital government should be amortized across

- applications and agencies, not borne solely by the first application in a cost benefit analysis. Once established, the new channel should drive down the cost of delivering a unit of service.
- 6. **Consistency:** The design of online applications should adhere to common architectures for security, authentication, electronic payments, and universal user interface design.
- 7. Enterprise-wide Solutions: The design of online applications should lend itself to the coordination of services between, and among agencies. The use of shared infrastructure and design templates lends itself to transferable solutions across agencies.
- 8. **Performance:** The design of online applications should improve performance of the business transaction cycle by reducing time, effort, and complexity.
- Accountability: The design of online applications should improve data accuracy, and transaction auditing, archiving, and retrieval.
- 10. **Time to Market:** Online applications should be scoped such that releases are developed and launched in three to nine months.
- 11. **Bias for Action:** Agencies should be willing to be a first mover with the confidence to "launch and learn." In taking appropriate risks, first movers should use sound practices, exercise common sense, and act in good faith.
- 12. **Core Competence:** Digital government is a core competence of public service in a network-connected world, and the kernel of new models of governance in the 21st century.



Core Elements of Digital Government

A. Policy and Management Framework

Occupants of the community town hall, referenced in Release 1.0 of the Digital Government Plan as the Community of Value, have been busy defining and adopting policies, procedures and rules of the road for Digital Washington. The new digital government policy documents build on a strong foundation of earlier information technology portfolio work, including the concept of information technology portfolio investment and management itself, as well as critical systems, bedrock infrastructure, and the incubators of business transformation found among the early adopters. The most important areas of phase one include protections of security and privacy, safeguards against piracy, collective memory, and the transformation of the state enterprise for the 21st century.

The Governor, with the support of his Cabinet and Subcabinet on Management, and a steering committee composed of deputy directors, has framed an Enterprise Internet Strategy for the state, which is supported by initiatives such as Web Presentation User Interface Guidelines developed by the Technical Architecture Advisory Group (TAAG) and the Digital Government Executive Steering Committee (DGESC), and Internet Standards and Protocols adopted by the Information Services Board (ISB). Moreover, digital government has become part of Washington's culture and statewide agenda. The annual budget instructions direct agencies to explain how their information technology budget requests will further the objectives of the Digital Government Plan and support the strategic use of the Internet in the delivery of government services. The instructions also ask agencies to consider

how the proposed investment will change the public's experience in dealing with government and how it will improve electronic access to agency information. Performance agreements between the Governor and heads of his executive cabinet include at least one goal that initiates, implements or enhances a digital government application.

Protecting the visitors and residents of Digital Washington

In the arenas of privacy and security, the Governor has released two executive orders, one on Computer Software Piracy, and the other on Privacy and Public Disclosure.

The latter builds, in part, on the DGESC's Digital Government Online Privacy Policy Development Guidelines, which are accompanied by a Model Privacy Notice that agencies are encouraged to duplicate and modify to meet their individual situations.

The state's new comprehensive Internetoriented Technology Security Policy was adopted by the ISB in July 2000, following consultations with leading security experts in the private sector, University of Washington, and state government. Its purpose is to create an environment that maintains system security, data integrity and privacy by preventing unauthorized access to data and by preventing misuse of, damage to, or loss of data.

The updated policy recognizes a change in conducting the state's vital public business— a transition from multiple proprietary network connections over dedicated, leased networks to the Internet. To ensure the integrity of transactions and the supporting infrastructure, the policy details the parameters of a shared, trusted environment through an enterprise approach to security in state government.

Washington will continue work on these issues during the next phase of digital

government by developing IT Security
Standards and Guidelines to support and
further clarify the Security Policy; drafting a
model piracy statement for agencies to adopt;
refining the model privacy notice as needed;
and reporting on the status of implementation
of the Governor's privacy and piracy orders.

The Office of Financial Management and the State Treasurer's Office have developed policies on electronic payment methods that govern the types of payments that can be used and the circumstances under which the various options should be considered. The new Economic Feasibility Model requires an assessment of the cost and revenue benefits

of an agency's proposed electronic payment method, and importantly, expands the allowances for customer benefits, revenue, new or increased costs, and cost avoidance or reduction. The model contains an extensive number of potential characteristics such as increasing data accuracy, use of convenience fees, reduction in travel times, and availability of float as elements that agencies need to consider in their business and financial case analyses.

The Intended Use Guidelines, developed by the TAAG and DGCESC with the assistance of the Office of the Attorney General, are for use on state web sites that are publicly accessible. They specifically apply to sites upon which the agency places or allows "external content," that is, information provided by entities that are not part of government.

Organizing Digital Washington by what the citizen needs to get done

The DGESC has also identified a need to organize information in a citizen-centric manner, and has, therefore, made a commitment to develop several

"portlettes" as follows:

- Digital Citizen: The Digital Citizen, currently under development, will be a one-stop web site that provides links to voter services and information, legislation, statutes and rules, state budget information, state historical records, and city and local government contacts. User input for this site includes representatives from the senior citizen center, League of Women Voters, Allied Daily Newspapers, a high school technology instructor, principal, and student, and an engineering company.
- Life Events: This site is also currently under development and is a one-stop page that leads to topics on health, education, family and community; transportation, property and housing; and police, fire and emergency. The state's user input for this site includes representatives from Department of Veterans Affairs, Department of Health, State Library, Department of Social and Health Services, Department of Information Services and Office of Financial Management. The public's user input representatives have not yet been assigned.
- Small Business: Plans for this one stop page include organizing federal, state, and local business links by business development event, including how to start a business, hiring employees, and resources. Digital government creates new opportunities to reinforce the public's trust in government, including but not limited to meeting the highest tests for public accountability. To that end, the Secretary of State administers the Electronic Authentication program under statute, the State Auditor is working with early adopters to develop appropriate audit standards for digital government, and the State Archivist is working with

infrastructure providers to ensure processes are in place for retaining the state's institutional memory when there are no physical artifacts.

Amending laws to keep up with the Internet age

The next policy frontier of digital government will be legislative. As technology progresses at Internet speed, laws that provided adequate governance in the past are in danger of becoming anchors on the process of providing governmental services over the Internet. Governance of digital government will not be complete until the underlying statutes are brought up to date in a way that will support and guide digital government construction for all members of the new digital community. Statutory reforms must also allow new capabilities to be utilized in a way that best delivers the full power of government access to the citizen.

In addition to formal policy, Washington is devising a number of programs and incentives to facilitate the development of agency applications. The digital readiness guide, a new government supply chain strategy and trading partner strategy will all be discussed in depth later in this document.

B. Dot.Gov Infrastructure: The New Operating Environment for Service Delivery

Successful and timely development of the supporting infrastructure has been one of the most critical components of the digital government plan. Not only has development of the infrastructure driven decisions on policy and the nature of new applications, its successful completion now provides the foundation upon which subsequent phases of digital government will be built.

Applications that are being built by all agencies

across state government can now take advantage of a common framework of portals, security, trust, and payments.

Part of the transformation to digital government requires that the state's 158 agencies work together to function as a single enterprise. Through ongoing collaboration and teamwork with agencies, the Department of Information Services has designed the architecture of digital government in a way that gives citizens and businesses a seamless experience as they move from application to application.

The architecture implementation plan is based on a statewide review of agencies' requirements, which were identified through agency interviews. The resulting product is an architecture blueprint designed to meet the infrastructure needs of agencies while at the same time presenting users with an experience that gives a common look and feel to all the state's applications. Portals, trust, and payments are the key elements of this infrastructure.

Behind the Scenes Tour of the Digital Government Infrastructure

The web site called howstuffworks.com addresses the curiosity about and often, the need to know, how things work. This same tendency has made behind-the-scenes tours a hot ticket at movie studios and theme parks. It also explains why growing numbers of specialty publications, and prime time TV shows offer extensive coverage of how buildings, bridges, and engineering innovations are designed and developed. Their cameras are able to go places in the urban architecture that other observers cannot. In that spirit, Release 2.0 now provides a behind-the-scenes tour of the Digital Government Infrastructure.

Portals

Access Washington, the state's portal to the Internet, has been in production since November 1998. Since its launch, traffic on Access Washington has grown to over one

| Fatured State | Stat

million page views per month.
Information offered through the portal is organized by areas that are of interest to citizens and businesses, rather than structured to mirror agency organization. This allows users to interact with the

state as a single enterprise as they access the diverse offerings of multiple state agencies. Access Washington operates in a physically secure environment, carefully managed by the Department of Information Services.

Inside Washington is the state's intranet. It allows government agencies to conduct business among themselves in a secure environment behind the state firewall. This portal provides agency-to-agency



services, employerto-employee information, and links for intergovernmental relations. Inside Washington is organized in a topical manner to facilitate navigation by employees as well as by agencies. During this next phase of digital government implementation, Inside Washington will also serve local government organizations via the Intergovernmental Network (IGN), offering opportunities for intergovernmental business online.

THANSACT WASHINGTON

Transact Washington,

the newest component of the portal infrastructure, is an extension of both Inside Washington and Access Washington. Transact Washington, now

available to a pilot group of early adopters, will give external trading partners a place to conduct business with the State of Washington, and a place for agencies to make their applications available in a secured framework. Once an initial relationship is established, Transact provides a higher level of service by making secured applications available, providing a central, one stop place to find them, and allowing the user to register for them and customize a list of preferences, all in a secure manner.

Transact will include a centralized user registration, as well as a sign-on process requiring just one digital credential for all services. By providing these capabilities centrally, Transact avoids duplication of effort among agencies, presents multiple applications to users that have a single look and feel, prevents the user from having to log in and out of many different agency websites if they have more than one task they need to complete with the state, and makes life easier, faster and more secure for both the citizen and the agency hosting the application.

9 LDAP is a "lightweight" (smaller amount of code) version of DAP (Directory Access Protocol), which is part of X.500, a standard for directory services in a network. LDAP is software that allows things to be found quickly in a hierarchy of networks. It's very powerful when lots of directories, stored on different servers, need information from one another as will be necessary with the state enterprise approach.

¹⁰ Boolean logic, named after the 19th century mathematician, is algebra reduced down to a binary system of yes/no responses. The binary system is fundamental to computer logic.

11 Directory Nucleus is a single computing platform, or a series of platforms configured so as to respond as if they were one platform, that provides the following functions:

1) Transact Washington registration information distribution mechanism (LDAP directories will be receivers of the information in the future,

hence the name

"Directory Nucleus" because those other

directories will be

connected to the

previously existing Directory Nucleus)

2) Transact Washington

registration coordination by keeping track of registration requests, the associated registration data, and any necessary Phase one of Transact now provides a central assemblage of the early adopting agencies' applications within one click of the Access Washington front page. Phase one also offers information about how to get secured access to restricted applications using digital certificates.

Phase two of Transact will provide a production authentication gateway for all agencies, as well as central registration and authorization to secured applications.

All of these features build upon the ISB adoption of the Lightweight Directory Application Protocol (LDAP) 9 by providing a standard for accessing online directory services.

A smarter search engine

Another feature of Washington's phase two portals will be a "smart" search engine that allows a user to make search queries in plain English. Rather than using the industry's standard method of requiring the user to string together key words in just the right way, this new, non-Boolean¹⁰ search engine will supply an answer to a question phrased in ordinary language. Thus, when a user types in "I've lost my job, how do I find another?" The search engine will bring up an answer such as Worksource Washington, an application that lists job orders, training information and a way for job seekers to apply for jobs over the Internet. It will also deliver links so that the job seeker can apply for unemployment insurance benefits online as well as other applications that may be useful.

Trust

The infrastructure that supports the capabilities of Transact Washington includes a Directory-Nucleus¹¹ for application registration and user authorization, SecureAccess¹² for user customization, and the DirectoryNucleus and SecureAccess together for user registration.

In the future, SecureAccess and the Directory-Nucleus will also support application initialization. This is a function requested by agencies that allows for a customer application to receive registration data at the time of a user's successful authentication, allowing highly specific customization of the customer's application.

The design criteria for both SecureAccess and DirectoryNucleus have been gathered from the best of the industry and include high availability, high audit ability, open standards, minimal impact on DIS customer application development, and minimal impact on the state's trading partners. The constraints include a requirement for flexible, adaptable architecture, and the capacity for recovery within 72 hours after a disaster event.

DirectoryNucleus-The beginning of a state wide META directory

DirectoryNucleus is a centralized repository for application registration information only. It also functions as the codebase for Transact Washington. It is a relational structure accessed via a secure HTTP and secured LDAP using SecureAccess authentication. It runs on clustered hardware and software designed for online system upgrades. It is also a data dictionary with descriptions of data needed from customers at registration time.

Microsoft

application authorization information and a backup data source for SecureAccess databases. DirectoryNucleus functions as a central collection and coordination point for Transact Washington dataflows. In the future, it will be one of the elements of a statewide meta-directory framework that includes Microsoft Windows 2000, Certification Authority or Public Key Infrastructure (PKI) directories, and other application-specific directory structures. It will also be a data store for the application initialization function of Transact Washington that has been requested by agencies.

Protecting agencies and consumers with SecureAccess

SecureAccess is an evolution of the existing security function, Fortress. It is a policy-driven solution to the questions of what the state should and should not do relative to security, protecting agency's applications, and designing infrastructure so that participating local governments can also field their applications through Transact Washington.

SecureAccess will be hosted on IBM's PolicyDirector, the current "best of breed" for protection. Along with the firewalls, it is part of a layered defense method that relies on a policy of "mutual distrust until proven friendly," that is, each platform only accepts information from the one in front of it. Secure Access authenticates with security credentials, receives all its information from DirectoryNucleus—which ensures that the bitstream source is known—and authenticates Intergo vernmental Network users and Internet users.

Through Transact Washington, agencies will set their own rules for protecting their applications, and prescribe all criteria for who

will access which of their applications and under what circumstances. In the future, Secure Access will provide, at user authentication, any previously specified user data fields to the application being accessed. It will also provide signed object delivery, and secure FTP and Virtual Private Net work access as another offering through Transact Washington.

Digital certificates establish trust for business transactions

Another one of the key infrastructure security goals is to increase the level of assurance that parties involved in an electronic transaction are who they claim to be and that the transaction data has not been altered. This will be provided using asymmetric, or public key, cryptography and a trusted third party, also known as the certification authority (CA). DIS has announced the selection of Digital Signature Trust Co. (DST) as the successful vendor for certification authority and the PKI services for any public agency in Washington. DST will provide both public and private entities with digital certificates, which can be used, among other things, to digitally sign documents and prove a user's identity.

By offering certificates that have escalating levels of assurance, Washingt on will be able to map the appropriate level of assurance to corresponding electronic business applications. For example, the requirement for a high level certificate (one that initially required the holder to personally appear before the CA to be authenticated) would be appropriate for high security applications or high dollar transactions, but would be unnecessarily burdensome for a citizen applying for a hunting license. Lower risk transactions could more appropriately be vouchsafed

cleanup/housek eeping chores once a registration is completed or denied 3) Transact Washington assistance, to customer applications, in providing cust omization information for a user (available in the later phases of digital government) 4) Transact Washington object repository for shareable code to allow cust omer applications to utilize routines, modules or data structures developed by other agencies (available in the later phases of digital government)

¹² Secure Access is a single computing platform, or series of platforms configured so as to respond as if they were one platform, that provides authentication of a user and access control for that user's usage of a customer application. The access control consists of insuring that the user's acc ess is restricted to sp ecific previously defined application components (such as webpages or web dir ectories on a given webserver).



burdensome for a citizen applying for a hunting license. Lower risk transactions could more appropriately be vouchsafed with a less expensive certificate carrying a lower level of assurance, which would not require such a rigorous authentication process.

Using digital certificates, trading partners can use e-mail or the Internet to digitally sign and send legally binding documents, such as contracts or purchase orders, without having to follow up with a hand-signed paper copy.

Digital certificates save time, establish trust in electronic transactions, and have the potential to dramatically reduce paperwork not only in government-to-government and government-to-citizen transactions, but among private entities, businesses and citizens in their own transactions on the Web. Another use

for digital certificates is to identify a person requesting access to secure applications and databases. For instance, accessing a database that contains sensitive information on unsolved crimes would require a law enforcement officer to not only have clearance to that application, but also would require proof of identity with a digital certificate that has the highest possible level of assurance. Similarly, a trading partner requiring access to less sensitive data would be able to use a lower assurance level certificate to do so. Transact Washington will employ digital certificates to provide trading partners with convenient, single sign-on access to government services. The early adopter phase of CA and PKI services will be available in the fall of 2000. The

production level of these capabilities will be available statewide during phase two of the infrastructure development.



Payments

In addition to the three pieces that make up the digital marketplace of Transact Washington—the portal, the directory, and the PKI—there is the final component of electronic payments. The Office of the State Treasurer has signed a Statewide Merchant Bank Contract, which specifies the firms that state agencies may use to process Internet credit card transactions. A subsidiary agreement with Cybersource, an Internet credit card processor, has also been signed so that applications can accept online payments.

Building off this agreement, DIS is offering agencies a hosted environment where they can run applications that require payments by credit card. The hosted environment provides agencies with the secure, cost effective, reliable, and recoverable infrastructure that meets agency needs for credit card processing. This relieves the agencies of the need to host their own very secure environment and is available to all agencies.

Other options for payment methods will be implemented during the second phase of the infrastructure development and will include a pilot for electronic funds transfers, also known as electronic checks. These will ultimately be available to the state's trading



Support



Washington has defined the concept of infrastructure as everything that can support agency applications on an enterprise wide basis. from a common access point to the 24 x 7 help desk and electronic storage. This broad definition provides maximum support to agencies, allowing them to focus their attention on creating new applications without having to research and build from scratch the components that are common to to any digital government application. While help desks, the ability to audit transactions, and archiving may not typically be considered part of a standard IT infrastructure, Washington has chosen to make them available, in an effort to encourage agencies to take an off-the-shelf approach to these components.

Middleware Tools



Middleware can be described as network-aware system software, which is layered between an application, the operating system, and the network transport layers. Its purpose is to facilitate some aspect of cooperative processing. Examples include directory services, message-passing mechanisms, distributed transaction processing monitors, object request brokers, remote procedure call services, and database gateways.

Washington's current infrastructure supports more than seven terabytes of data scattered over a very diverse set of technologies, partners, those businesses and citizens that make enough regular transactions to warrant establishing an ongoing funds transfer relationship with the state. including desktop computers, servers, midrange, and large-scale (mainframe) computing environments.

During the past phase of digital government implementation, DIS acquired a middleware software product from SAGA that can be used by agencies' digital government applications to communicate and transfer data across these diverse computing platforms. The most recent acquisition enables the access of ADABAS and DB2 mainframe databases via web-enabled applications. DIS will continue to evaluate other middleware software during the next phase of digital government implementation to determine if additional functionality can be achieved.

Web-based Application Support Services

If digital government is going to be convenient, then citizens must be able to get assistance with online services on a round-the-clock basis. In an effort to support agencies' digital government initiatives, and on behalf of the state, DIS has contracted for web-based application support services with SafeHarbor.com. By providing outsourced support services through a master contract, this company allows agencies to design, build and deliver on-line services to their customers without increasing internal staff to furnish 24 X 7 help desk services. SafeHarbor.com, located in rural Grays Harbor County, Washington, exemplifies the practicality of stimulating isolated economies through technology sector startups. SafeHarbor.com will provide individuals

who interact with agencies' online applications with world-class support services over the Internet. These web-centric services are augmented with state-of-the-art telephone support, and are staffed by content and technical experts on a 24 X 7 basis, 365 days a year.

SafeHarbor.com allows citizens to use the Internet to conduct business with confidence, knowing that their questions will be answered efficiently and effectively. Users have the option of obtaining answers via frequently asked questions, e-mail, advanced chat and/or telephone support options.

E-Storage

The e-storage component of the infrastructure supports the storage requirements of completed electronic transactions and e-mail. With the move to digital government, each agency still has the requirements to retain pertinent information similar to the existing

requirements for paper-based transactions.

DIS established an e-storage service to assist agencies in meeting their records retention requirements. In the first phase of e-storage pertinent information is saved to CD-ROM in its original format. These CDs are stored at the agency responsible for the data and remain available for research and audits. In its next phase, the e-storage initiative will investigate storing the information at a central location and in some cases, may transfer the information from the agency to the State Archives for long-term retention, which is defined as greater than 6 years.

The digital government infrastructure detailed above opens new channels for delivering service and managing internal operations, both of which must be reconciled with the state's financial and administrative systems. The transition to Digital Washington has heightened efforts to set a new direction for the state's central accounting, budget, procurement management, and human

Infrastructure task list

- Install a plain language search engine
- Provide production authentication gateway, centralized registration and authorization to secured applications for all agencies via Transact Washington
- Extend Inside Washington to local government via the IGN
- Make digital certificates available on a statewide basis
- Conduct e-checks proof of concept
- Evaluate middleware with XML implementation
- Implement web-based application support help desk for Access Washington
- Implement CD-based e-storage
- Launch "Servers a la Carte" hosting

resources systems. The Office of Financial Management and the departments of Personnel, and General Administration, and Information Services continue work on a new blueprint and implementation of such systems, which are—to extend the community building metaphor—the power plants of state government operations. The blueprint calls for a cross-functional data architecture to meet processing and reporting requirements. To that end, the implementation plan identifies a number of incremental developments including a human resource system feasibility study, a pilot project on activity based costing, and an assessment of the procurement management business process and core financial systems.

Moving Toward Scalable Infrastructure

In summary, Washington has provided the robust infrastructure needed to support digital government applications as promised in the first release of the Digital Government Plan. Agencies now have the ability to put a full complement of government services on the Internet using the following building blocks:

- Internal and external portals,
- User-friendly navigation systems,
- A secure environment, and
- The means to conduct business transactions in a trustworthy, supported, personalized, accessible yet controlled manner.

Resources, Flexibility and Assistance

The completed components from phase two of the infrastructure development and the existing infrastructure described above will be instrumental in maturing the infrastructure that supports Digital Washington. This is a full commodity infrastructure, containing the depth, breadth, capacity, and versatility to support and enable agencies' applications of any variety or complexity. Because the components are modular, agencies can select only what they need for their particular applications. Because there are sufficient options provided among the infrastructure components, agencies have flexibility in their approaches to application development. And because the infrastructure components are provided centrally, a consistent look and feel from application to application can be supported and efficiencies can be realized from the "build it once" approach.

The commodity approach to infrastructure, coupled with the support available from the Academy, gives Washington's agencies the equivalent of a Home Depot approach to providing services over the web: customers can select the materials, sign up for a "how to do it " class, even get help in designing their business transformations, all from one source and, thanks to economies of scale, at the lowest prices.

C. Online Public Service

The Pacific Northwest Digital Government Summit in July 2000 explored the new models of governance, noting the emergence of a "new civics" in the relationship between citizens and their government. While noting that bureaucratic processes tend to sterilize citizen relationships with government and are often outpaced by the speed and sophistication of technology, summit delegates were urged not to lose the promise of using the Internet to create—and reinvigorate—community.

Believing that meaningful interaction—

often over a meal—is the key to understanding each other, Seattle City Council Member Jim Compton challenged the builders of Digital Washington to create an environment where people can "break bread together on the Internet." Metaphorically speaking, at this point the bake ovens and kitchens have been installed and powered. The flour, water, sugar, shortening and salt have been mixed. All that remains is the determination to add the yeast.

In fact, Washington is already serving up over 240 applications over the Internet, including the 22 that are freshly baked. There Washington State are an additional 89 applications scheduled for completion by agencies within the next few months. Currently citizens can:

Get an eyewitness view of current road conditions.

Using the latest in digital video camera technology, this Department of Transportation application lets citizens see live pictures of freeways and mountain passes from any one Washington Community of dozens of locations. The pictures can be downloaded over the Internet and are refreshed every 90 seconds.

Apply to college and register for classes.

The Washington Community and Technical Colleges have multiple applications that cover virtually every aspect of a college career from applying for admission to, and in some cases, monitoring the governance of their institution. Potential students can apply for admission to the school of their choice, register for classes and pay online. They can also inquire about their financial aid status, see their class schedules, inquire about grades, search the college library catalog, take classes online, and review some of the administrative agendas and minutes, among other things.

Find a nursing home and review its inspection report. The Department of Social and Department of Social and Health Services **Health Services** provides a searchable directory of nursing facilites, including a database that provides information on location, inspection results, staff, and other information. The site also provides information on medicare plan choices, medigap Department of Ecology options, fraud and abuse, contacts, and publications.

Find the best expert for environmental topics.

The Department of Ecology has placed its entire employee directory online, including information on each employee's areas of expertise. Citizens can access the best qualified Washington State Patrol person to answer questions on their first phone call without being rerouted or put on hold.

Conduct a criminal history check.

Through the Washington State Patrol's WATCH application (Washington Access to Criminal History), citizens have access to felonyconviction Criminal History information.

Washington State Department of Revenue

File and pay excise taxes.

The Department of Revenue has been a pioneer in the area of online payments and business process transformation. The Electronic Tax Filing (ELF) application allows businesses to securely file and pay quarterly and monthly excise taxes on line using the Combined Business and Occupation tax payment and filing service. The automatic tax calculation features of this application reduce errors in computing taxes and significantly streamline the process of reviewing and reconciling the submissions.

Order vital records.

The Department of Health allows residents to order certified copies of vital records online including birth certificates, death certificates, marriage certificates, and divorce certificates.

Washington State Department of Health

and Technical Colleges

Department of

Transportation

The Department of Health also has a number of planned applications that will use digital certificates to securely exchange disease information among medical providers, local health districts and their own offices.

You can get a lot done in the Digital Washington Community

In addition to these existing applications, agencies are currently working on several other projects that will make life easier for citizens. Among them is the Department of Licensing's (DOL) application for processing vehicle license renewals—or tabs—over the Internet. Under the plan, county auditors and subagents fulfill the orders made through DOL's Internet Purchasing Option. Vehicle owners may choose to have the tabs mailed to their address or pick them up at the location of their choice.

If the portals are the equivalent of the roads, ports and bridges in Digital Washington, e-payments offer the equivalent of the community bank, new policies provide the town constitution or covenant, and the academy is our school, then the numerous applications which depend upon this newly constructed infrastructure are the real output of the digital community. Some of these application products serve a particular segment of the population, such as the government- to-government sector, while others have a broader market appeal. Several existing and prospective applications such as the Electronic Mall, Central Stores Online and the Ultimate Purchasing System offer the community a number of specialty and department stores

in which to procure goods. Applications from the Parks and Recreation Commission function as a travel agency. Several Department of Health applications look out for the public's health as well as any hospital or clinic. The extensive offerings of the Community and Technical Colleges and the state's universities qualify Digital Washingtonas a college town.

A survey of all the existing and prospective applications, found at the end of this document, show us that Digital Washington is also an agricultural, tourist, research, and industrial town as well as being a government one.

Applications delivered since Release 1.0

The applications rest on the foundation of the portfolio mission and the work of the early adoption portfolio that was described in the first release of the Digital Government Plan. This early work has allowed the digital government portfolio to mature quickly and continue to grow at a rapid pace. In the six months since the release of the original Digital Government Plan, Washington agencies have developed and implemented 22 applications, allowing citizens or the state's employees to:

Washington State Parks and Recreation Commission

Apply and pay for Boat Moorage.

People who wish to moor their boats in state park waters can now use the Internet to pay for a moorage permit with a credit card, then print it instantly from their personal computers. A product of the first Digital Government Applications Academy course, the Washington State Parks and Recreation Commission rolled out its boat moorage e-permit application

in the summer of 2000. As a result of this collaborative effort, boaters can use the Internet 24 x 7, 365 days a year, to purchase permits for docking boats at state parks-a convenient and cost effective online service that dramatically shortens business flows. Last year 1,140 annual boat moorage permits were sold for total revenue of \$82,740.

Request a campsite reservation.

Further proving that the web is not the unique domain of large, technologically sophisticated organizations, the Parks and Recreation Commission, a small agency, has launched a campsite reservations application that allows citizens to request a reservation for camping spaces at state parks over the web.

Department of Employment Security

Apply for Unemployment Insurance Benefits.

Anyone who has ever been laid off knows how frustrating and demoralizing it can be to spend the better part of a day standing in line in front of the Unemployment Insurance window, rather than looking for another job. This Employment Security Department application allows people who have been laid off to apply for unemployment benefits quickly, easily, and privately over the Internet.

Research and apply for jobs.

Job seekers can maximize their efficiency through Worksource Washington. The Department of Employment Security maintains this job order and talent bank database that allows job seekers to obtain employment and training information, and apply for jobs electronically.

Access labor market data.

The Employment Security Department provides citizens with direct access to labor market data through Washington's Interactive Labor Market Analysis (WILMA) application.

Department of Labor and Industries

Report suspected incidents of fraud.

Department of Labor and Industries (L&I) created the Fraud Reporting website to help educate customers about fraud, from people defrauding the workers' compensation system to unscrupulous construction contractors taking advantage of consumers. It provides an online method of reporting suspected or potential fraud to the department's investigators.

Department of Licensing

Inquire into the ownership of a vehicle or vessel. The

Department of Licensing uses a pre-existing contractual arrangement for its Vehicle/Vessel Registration Inquiry application, which offers online inquiry into the ownership of any vessel or vehicle registered within the State of Washington.

Register for workshops at the WISHA University (Washington Industrial Safety and Health Act).

The Department of Labor and Industries provides the ability to register online for several workshops. Offerings include 12 different workshops on occupational safety and health topics, three workshops on industrial insurance reporting, three

workshops on claims management and loss control, and workshops on ergonomics, returnto-work, and employer orientation, all at no fee.

Purchase Driver's Abstracts.

Department of Licensing utilizes a preexisting contractual agreement to provide businesses (insurance companies, courts, service bureaus, etc.) with the ability to purchase a driver's infraction record online. This service will be extended to the public in the future.

Apply for a Master Business License.

This application, developed by the Department of Licensing, allows prospective or existing business owner to apply for, and make changes to their Master Business License.

Develop operating budgets more easily through the "BASS" Budget Development System (BDS). Developed by the Office of Financial Management (OFM), this internal state application provides agencies with support in their budget development process. They are able to build budget decision packages

containing narrative justification as well

Develop capital budgets more easily with the

" BASS" Capital Budget System (CBS). This OFM application provides the agencies with support in the development of their capital budget. Various types of capital projects are supported, as well as automated formulas for estimating project costs.

File a travel voucher online with the Travel Voucher System (TVS).

The Office of Financial Management has automated the entire process of preparation, approval and payment of employee travel reimbursements with this application, saving considerable resources for the state and reducing the hassle factor for employees.

Manage public employee retirement accounts

Manage public employee retirement accounts. Department of Retirement Systems (DRS) has placed several separate applications online that allow employees to access and manage their retirement investments, including checking balances and making transfers between investment options, the applications also provide tools for retirement planning such as projecting future retirement account balances and estimating retirement benefits.

Department of Retirement Systems

Office of Financial

Managementg

Register for Retirement Seminars.

The Department of Retirement Systems has developed the Registration for Retirement Seminars application that allows members to fill out an online retirement seminar registration form using a series of drop down menus. When the form is submitted, an e-mail is sent to DRS requesting registration. A confirmation e-mail is sent back to the registrant when the registration is complete.

Find the fastest way to deliver mail.

General Administration's Campus Mail System PO Box Delivery Schedule application allows mail delivery people, dock workers and customers to look up the delivery schedule for the state campus mail system, in order to check on schedule changes and determine next delivery truck for any emergency mail or package deliveries.

This dramatic growth in applications indicates Washington's digital government initiative has been successful on two levels. First, the transformation from "in line" to online has occurred. Agencies are now approaching their tasks from an Internet perspective, using the technology to transform their internal operations or to deliver services and information that meet citizen's needs and are easy to use.

Department of General Administrastion

Secondly, in an indication that the cultural transformation from independent application development to the single enterprise approach is underway, the number of agencies who have stepped forward to list their applications as part of the digital government vision has also increased. Agencies are recognizing the importance of working together in cooperative ways to give all online services a single look and feel, while maintaining independent control and responsibility for their applications. The benefits of utilizing cost and time savings devices such as application development templates, e-commerce infrastructure, and shared databases are becoming increasingly obvious to all members of the growing digital government community.



Launch and Learn

as estimated cost, staffing, revenue, and performance impact. Budget decisions will be linked to the agencies' strategic plans. The challenge facing any organization that wants to move its business to the Internet is keeping up with the rapid changes in technology. In the old analog world, it was possible to keep pace with the rate of technological change. The Internet, however, functions both as a source of information and the demand for technological knowledge. This spiraling dynamic has created a sharp increase in the rate of change between what we know and what we need to know, and results in a sizable learning gap that must be addressed in order to use the Internet to its full potential.

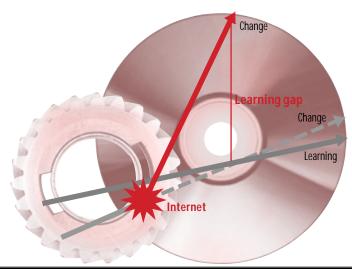
Setting apart a place where it is safe to do some real groundbreaking is one way to approach this problem. Boeing has done it with Phantom Works. There is Xerox PARC and Disney has Imagineering. Washington's answer is the Digital Government Applications Academy.

Digital Government Applications Academy

Washington established The Digital Government Applications Academy (Academy) partly as a response to the recognition that most of the state's application development efforts could utilize templates, and partly to provide support for agencies in putting their services online.

A place where multiple state agencies simultaneously develop Web-based applications, the Academy is a digital age entity founded on an industrial age lesson. The automobile industry demonstrated that a single chassis and engine design can support any number of body styles and suit any number of customer needs. Similarly, under the auspices of the Academy, Washington builds an e-service template once, so that any number of agencies can pattern any number of e-services on it. This approach avoids multiple reinventions, ensures that

Learning e-business



Old economy

New e-conomy

emerging e-services are aligned with statewide technical standards and architecture, and presents citizens with consistent programs that are instantly familiar to even a new user.

The business experience of self-selected agencies is combined with cutting-edge practices of industry experts and the input of customers. The facilitated sessions are highly focused and conducted apart from business as usual, in order to make decisions about common technology challenges and tackle the business transformation changes that come with moving public services to the Internet. Like a university, the Academy is a learning environment where collaboration and invention of the future abound to work on ways to deliver online government services using cutting-edge technologies and methods.

Class content is built around common problems that need solving

The agency members of an Academy course work on a common service—for example, the first class built a reusable online permit application. One agency is selected to actually develop its application as the class project. The class develops a syllabus that lists key

decisions to be made, the business processes to streamline, and the technology to design or develop. For example, these items might include order fulfillment, accounting for electronic payments, common tool selection, or technology integration. Each class decision is built into the class project so that participants and agencies observing via the Academy website can obtain immediate feedback on the quality of that decision. Internal industry experts like the Office of Financial Management, the State Auditor, and other oversight entities are consulted to ensure that controls are placed properly and that the business processes are efficient and can be audited.

The end products of an Academy course are the real application product developed in class, and the template. Numerous other applications are concurrently developed by class participants in their own agencies using the application template. Agencies can use Academy templates to build a similar e-service or to extract a single decision from the template and build a different e-service. Each e-service that comes from the Academy is developed around a common approach: decide, build, publish, and replicate.

Building privacy protections into application templates

The provisions of Governor Locke's Executive Order 00-03, requiring each executive state agency that operates an Internet web site to adopt a Model Privacy Notice, have been integrated into the state's new applications template for electronic permits. As designed, the Privacy Notice is prominently placed on all pages within the permit application where personal information is collected. The template-based approach to developing online services was pioneered by the Digital Government Applications Academy in consultation with participating agencies. The purpose of the template is to provide a common starting point in developing applications and a common look and feel from a citizen point of view, all the while avoiding unnecessary duplication of effort. Consistent use of the template in developing applications also means the consistent presence of privacy statements in digital government applications. The template approach, first applied to electronic permits, will be applied to advanced electronic forms and professional licensing in the months ahead.

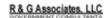
A cross-agency group that sees the value of working together

Most importantly, business and technology leaders learn, decision by decision, how to put services on the Internet, how to create new value, improve service and add new business partners. They can lead or influence other projects back at their own agencies. This is an important way that Washington is making the cultural change to deliver on-line services, agency by agency. Sustaining a growing core of people who see the value of working together across agencies to deliver Internet services is as much a product of the Academy as the finished applications and templates. These concepts, as well as the full vision for the Academy, are contained in its charter and can be found in the appendix.

The first Academy course, e-Permits 101, developed an electronic permits (e-permits) template through the work of six agency participants and two private sector vendors, Carta Internet Solutions and R&G Associates. Together, they, produced an application that provides online permits for boat moorage: people who wish to moor their boats in state parks can now use the Internet to pay for a moorage permit with a credit card, then print it instantly from their personal computers. Participants worked on nine other permitting functions at the same time, including an electrical permit offered by the Department of Labor and Industries.

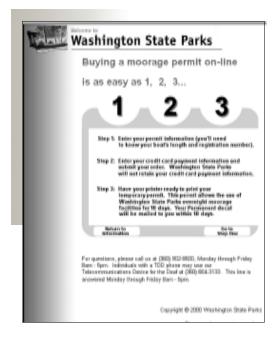
Two dozen agencies have joined for the second Academy course, e-Forms 101. The focus of the class is to enable deployment of new digital government transactions through the common use of an advanced electronic forms package. The course is broken into two phases. With broad agency input, the goal of phase one is to acquire an e-forms package via a master agreement for use by state and local





Academy Course e-Permits 101

The Academy is where people are encouraged tothink differently, challenge assumptions, take risks with new ideas, imagine the future, and then build it.



Department of Agriculture

Controlled Atmosphere Licenses

Fruit and Vegetable Certificates

Grain Certificates

Hops Certification

Seed Certification

State Parks and Recreation Commission

Boat Moorage and Watercraft Launch Permit

Department of Natural Resources

Geology Maps and Information

GIS Data Sales

Department of Ecology

Burning Permit

Department of Labor and Industries

Electrical Permits

Department of Transportation

Interstate Trucking Permit

government agencies. In phase two, agencies actually build their applications as industry experts share information on how to build an end-to-end e-form transaction.

There is also considerable interest across agencies to work on professional licensing in the Academy setting. This growing demand to participate in the Academy, where agencies willingly build similar applications, is another indication that a critical mass of agencies is pushing toward the successful transformation of the state into a single enterprise.

Digital Government as Core Competence

Washington has strong and close relationships with private sector information technology (IT) companies, and uses contractors and vendors for services in significant but carefully chosen ways that do not abandon government's basic responsibilities to citizens. Telecommunications services, for instance, are significantly outsourced, with 89 cents of every revenue dollar going to private vendors. Private sector vendors have been heavily involved with the Academy, as well as constructing various components of the infrastructure.

The distinction between using subcontractors to build and support digital government and subcontracting out the entire digital government function is one that hinges on maintaining ownership of the relationship between citizens and their government. Washington believes that transforming service delivery using Internet technologies is a core competence of government. By doing its own digital government development, Washington can deliver secure, accessible, and convenient services in formats that are responsive and cost- effective for its citizens and businesses.

This approach also allows Washington to lead cross-jurisdictional digital government efforts. The next phases of digital government will continue to partner with the best of the private sector's talents, abilities, and innovations, while maintaining control of the vision, the data and quality of the service delivery, and, most importantly, the relationship with the citizen.

The Internet and the Experience Economy

The advance of Information Technology is unstoppable. The Internet is the fastest growing technology in the history of the world, increasing by 600 percent in the last five years. ¹³ Of all Americans twelve years or older, 64 percent have used the Internet in the past year. ¹⁴

The explosion is even more dramatic for Internet retailing, growing from \$26 billion in 1997 to a projected \$330 billion for the next fiscal year, and expected to top \$1000 billion by 2005. ¹⁵

In one year, 1998 to 1999, the amount of business-to-business transactions on the Internet grew from \$43 billion to \$145 billion. 16 Clearly it is this astounding rate of growth that leads Andy Grove, Chairman of Intel, to remark that "In five year's time, all companies will be Internet companies or they won't be companies at all."

Because business plays a large role in shaping citizen perceptions of how the world should operate, digital government is becoming imperative. Citizens want it now, expect it in the very near future and will demand it in one form or another in just a few years. And where there's demand, the Internet marketplace is very quick to respond. Private sector offerings of government services

- Harris poll,
- 14 A C Nielsen
- Organization for Economic Cooperation and Development
- Forrester Research Group and Gartner Group

from companies such as vital stats.com, simplegov.com, govworks.com and ezgov.com have already entered the Internet arena. While the state experience demonstrates many positive ways to partner with the private sector, it is not enough to hand off citizen and business transactions to a third party. The continued relevance of and public trust in government relies on maintaining a direct relationship with the citizen.

Building more quality into online experiences is the new competitive edge. The consumer's experience is being recognized as a separate economic offering by some sectors, along with goods, and services. The argument is that as instant comparative shopping over the Internet reduces goods and services to pure commodities, differentiated only on the basis of price—the shift to staging a positive experience is the next step in the economy's evolution. By focusing on the nature of the shopping experience, organizations can give their customers something that is engaging, satisfying, and unique to the marketplace. Washington believes that the best citizen experience is one in which government delivers service in a manner that emphasizes utility and accessibility. Customization can be one way to deliver these attributes, in the proper circumstances, and technology, applied correctly, is the means for delivering a one-on-one experience to a large and diverse population.

Washington recognized the role experience plays in building stronger, more personalized relationships in Release 1.0 of the Digital Government Plan. With its emphasis on a single look and feel for all applications regardless of the controlling agency, its attention to security, and its emphasis on a user interface that is intuitively understandable, Washington demonstrated its commitment to a positive

online experience for its citizens. This commitment continues to be a central theme in Release 2.0, with plans to make the new community an even better, more personalized place. The digital infrastructure provides the capacity to deliver personalized government, including the use of a natural language search engine, central registration, single sign-on and digital certificates for personalized transactions, e-checks and trading partner strategies, and an incentive program to help agencies deliver the highest possible value through their applications.

The Growing Community

Release 1.0 of the Digital Government Plan introduced us to the Community of Value, those state agencies, boards, committees, and other entities that worked together to build Digital Washington, and who continue to work diligently and cooperatively in its development. But digital government is more than just state government—it's one government, made up of local, state, and federal government entities.

In the interim six months the community's activities have attracted the attention of several additional governmental entities. Some, other states and nations, have come simply to watch, learn, and take their observations back to other places. Others,—local government and education specifically—have expressed an interest in rolling up their sleeves and joining the effort to construct one government online. The Legislature has already made significant contributions to the effort, and the justice community continues to work in support of the state's digital government efforts.

The Legislature provided \$10 million for

711, Laws of 2000, to provide the Governor with a flexible pool of funds to allow agencies to undertake digital government initiatives. Both OFM and DIS will review applications for funding to determine if pool funding criteria are met, including improvement in service delivery, reduction in waiting period, efficiency improvement, reduction in the unit cost of service, and improving the quality of a citizen's access to state government.

Newcomers to the Community of Value

The new members of the community have a precedent for working together across governmental lines in Washington, as there are previous intergo vernmental projects of interconnectivity and data sharing networks that create seamless government. The Intergovernmental Network (IGN), the Justice Information Network (JIN), and the K-20 Educational Telecommunications Network are the most notable. In addition, several existing intergovernmental IT advisory groups and task forces have begun the discussion about digital government and are among the most likely new members to the community of value:

The Association of Counties and Cities Information
Systems (ACCIS), which acts as a liaison to the
DIS Customer Advisory Board, state and local
subcommittee, is composed of the chief
information system officers from counties
and cities. ACCIS promotes communication
links among information systems of counties
and cities, represents the interests of their
information systems to state officials,
advocates for legislation affecting data
processing operations, and educates local
officials and officers on roles, responsibilities,
and requirements of their information
system departments.

ACCIS has embraced the Digital Government Plan as an "exciting technological vision for enhancing government efficiency and capability, while significantly improving our customers experience with government functions." (The full text of the ACCIS endorsement is included in Release 2.0 as an appendix.) The group is working towards a uniform approach to security within and among political subdivisions.

The Justice Information Committee (JIC)

is a subcommittee of the ISB and is chaired by the DIS Director. Its members are state justice agency directors and local justice officials. The JIC provides policy oversight and approves all data and information standards for the JIN.

The Criminal Justice Information Act (CJIA) Executive Committee provides operational oversight for JIC initiatives and has statutory responsibility for developing and implementing recommendations regarding justice information system improvements. One such improvement is the justice community's decision to build an Internet based Summary Offender Profile (SOP) for every criminal. Functioning under the domain name of johnqcriminal.com, the profiles will represent a "one stop shopping center " for the essential information needed by justice agencies on a daily basis to facilitate the movement of an offender's case through the justice process. The project draws on data from multiple agencies and is sponsored by state and federal justice partners. Once completed, the SOP will be a digital government application that improves efficiencies and reduces waiting periods and costs for justice agencies at all levels of government.

periods and costs for justice agencies at all levels of government.

The Washington State Geographic Information Council (WAGIC) is a partnership of federal, state, local, and private entities devoted to using geographic information systems (GIS) information in concert to address critical issues facing government.

The education community, building on the centerpiece K-20 network, is championing many aspects of digital government.

Online access to information, classes, and administrative transactions, as well as personalized services are all available throughout the higher education institutions. Yahoo! has named three of Washington's six universities as among the top 100 most wired universities in the country.

The University of Washington (UW) also offers students and alumni a web portal, "My UW", that personalizes online applications. Students can look up theirown class schedules, tuition balances, Husky card balances (that allow electronic payment of everyday costs such as meals and parking fees), grades, and financial aid status. Each student's "My UW" site also offers e-mail access, the day's news stories, and access to search engines. Financial aid awards can be directly deposited into bank accounts, and "My UW" allows electronic payments to the University from student bank accounts. Registration, including the ability to add and drop classes, will be available for fall 2000 classes.

In addition to the Universities' work, the Office of the Superintendant of Public Instruction is currently developing the Washington Virtual Education Space, or WAVES, a class 5 web portal that will provide online tools and implementation strategies individualized for each educator, student, and parent in the state to enable them to increase student achievement in a standards-based curriculum. WAVES will be back-end integrated with all fiscal, student record, and human resources systems used by K-12 schools in the state. A prototype will be available in fall 2000.

The Internet and Cultural Change

The need for delivering government over the web in a seamless way is understood at varying levels by many government groups. Some are not only transforming their services to the public, they are transforming their own internal cultures to be more technologically oriented. The Department of Labor and Industries has established its own Internet Strategy Review Board. Other agencies are implementing new Internet tools such as LISTSERVs® and have designed, built and implemented over 70 new applications for their own internal use (see portfolio of applications for list).

Over time, as citizens become increasingly sophisticated in their use of digital services, the expectation of uniformity in e-processes, regardless of the governmental level involved, will grow. At the same time there is a need to educate all governmental agencies, state, local and federal on the level of effort, capacity, coordination, citizen focus, and most of all, commitment needed to transition to digital government.

As John C. Scott, a senior consultant in IBM's NY-NJ Metro Systems Integration and Application Development Practice, says, government at all levels "needs to discuss

the best practices that will allow us to deal with this brave new world. We know we need to be an adaptive enterprise, we know we need to deal with chaos and uncertainty, and we know we have to absorb if not embrace new technologies, new paradigms, and new methods." 17 Leaders and knowledge workers must "have good discipline, must get comfortable in a world full of ambiguity, must accept chaos, and must work with less than perfect information. He or she must accept late changes to the design, must accept responsibility for failures and successes, and most importantly, must accept responsibility for technical and moral renewal. His or her worth will always be measured by his or her ability to grow." 18

The transition to digital government offers limitless opportunity to establish not just changed, not just improved, but new relationships among government, citizens and businesses. Washington is purposefully and consciously moving through this transition with an eye to the need for outreach to its partners and not just allowing it to happen ad hoc.

The Citizen Experience

As the various components of digital government have evolved from objectives into accomplishments, the vision and philosophy for digital government has also matured. In the past, citizens presented themselves to a government that stood between them and the information or services they wanted. In contrast, digital government gives citizens direct access to information and services on their terms, without regard to the government agency behind the counter or service. This requires the bureaucrat who used to control that

information, and indeed all of government, to take on a whole new role in serving the citizen. Instead of being served at arm's length as a customer, the citizen has now assumed her rightful place as the owner and must be regarded and respected as a shareholder in the business of government. And it is this citizen who will define the details and determine the future nature of digital government.

In observing that the next Internet revolution will be one of e-government, The Economist observes. "Governments are under pressure to meet rising expectations of service. Not many people enjoy dealing with government: they do it because they have to. But that does not mean the experience has to be as dismal as it usually turns out to be. As increasing numbers of consumers become used to the quality of service offered by the best web retailers and service providers, their willingness to accept slum standards in the public sector is coming under strain. If the same 24-hour, seven-days-a-week availability and convenience, fast delivery, customer focus and personalization become the norm in the public sector, it would not just make life easier, it would fundamentally change the way that people view government itself." 19

The Economist goes on to point out that one of the reasons for public sector inefficiency —bureaucracy—is that while most departments are organized vertically, many of the services that they have to deliver require a complicated, horizontal approach across departments. The Internet offers a solution to the problem through the use of portals, which allow the information and service offerings to be reorganized in ways that meet citizen needs, such as by life events or through the natural

- John C.Scott, Best Practices for a Brave New World. theedge@cutter.com
- 18 ibid.
- Matthew Symonds, "The Next Revolution", The Economist June 28,2000

language search engines, without frustrating the citizen with complexities behind the scenes.

A study performed by Deloitte & Touche, which polled senior managers of global government agencies, confirms that putting the citizen in charge makes good business sense:

"Customer-centric governments achieve nearly 50 percent more success in providing easier customer access, increasing service volume, getting better information on operations, reducing employee complaints, reducing employee time spent on non-customer activities and improving their own image." ²⁰

The citizen's input on what applications should look like and how they should behave is as important to digital government as the homebuilding client's wishes, tastes and dreams are to the architect and builder of a house. As the final judge in whether or not an electronic service is successful, citizens are included in every phase of application development. At the Digital Government Applications Academy, the citizen or business user is included in the development and strategy of every application from day one, and user input and experience are considered the virtual DNA of any Academy-developed template. Using focus groups to follow up on the level of customer satisfaction has shown that Washington's new applications are being well received. The Electronic Tax Filing (ELF) application, developed by the Department of Revenue, is valued because it can be customized, and payments can be made using electronic funds transfer. Feedback on the Department of Labor and Industries' online Quarterly Report filing application shows that businesses are comfortable that the system will be secure, are pleased with the idea of an electronic payment option and value access to historical and rate information.

Addressing the "digital divide"

Moving government to the web means all citizens must be considered. Unlike the private sector, government cannot select its customers and many government services are directed precisely to those segments of the population

which are least likely to be connected to the Internet: the elderly, the poor, the undereducated and the rural remote.

The digital divide can be traced to two separate causes, one of access and one of knowledge. With the continuing decline in the price of PCs and the promotional offering of free PCs for the price of connectivity, there is considerable promise for self-correction where access is concerned. The problem of knowledge, and with it the fear or lack of desire to be online, is one that Washington believes can be addressed in part by making the user's experience as easy, intuitive and successful as possible. Digital government's success in this regard was addressed in Release 1.0 of the plan, with its emphasis on a common look and feel to all applications, an enterprise wide approach, and applications that are easy to use. Moreover, digital government benefits all citizens, even those who are not online. By quickly and efficiently serving growing numbers of citizens over the Internet. Washington can provide the remainder with better, more personalized service through its traditional methods.

Deloitte Research Study Reveals Public Sector Customer Service Initiatives Fueling Global Emergence of e-Government." Businesswire.com, 6-13-2000 deliver connectivity to citizens in eastern Washington as well. These efforts are for both educational and non-educational customers, and build upon the state transport network that provides the infrastructure for high speed, high bandwidth statewide telecommunications. This network uses leased lines: Washington's commitment to be an anchor tenant encouraged private sector telecommunications carriers to take IT infrastructure and capacity to all areas of the state. This strategy also allowed Washington to take advantage of its position as a volume buyer of telecommunications goods and services to keep costs down. As a result, Internet usage stands at 65 percent statewide, according to a study conducted for the Governor's Office by the Washington State University.²¹

Enabling more access in schools and libraries

For example, the statewide K- 20 Educational Telecommunications Network utilizes an existing transport network and connects all of Washington's public school districts, community and technical colleges, and baccalaureate institutions—over 400 sites that serve over one million students from kindergarten through graduate school. The enabling legislation provides that public libraries will also be connected, giving Internet access to all Washingtonians, including those who are place-bound and living in rural areas.

The network not only brings the Internet, video-based services, and distance learning capabilities to schools that would otherwise have poor IT access, but it also brings general information technology capabilities to citizens all across the state. Last year the Governor and the Legislature enacted a package of rural economic development bills to encourage investment in information technology

infrastructure in rural areas and the training or re-training of citizens in rural communities. By directly connecting users from various sectors, flattening geographic barriers, and minimizing the digital divide among schools, the K-20 network is producing technologically savvy students who will become members of a technologically savvy workforce, and addressing both aspects of the digital divide at once.

Washington is building digital government for the use of the two thirds of the state who are capable of using it now, but the benefits will be felt by all. By moving significant numbers of transactions and workload to the Internet, the state unlocks resources to serve the remaining numbers with more personalized, effective attention through traditional methods.

The Business of Digital Government

Along the way to making digital government a reality, Washington has discovered and implemented some innovative concepts. Rapid application development and replication through the use of templates is one of the most powerful. It was discovered through development of the business model and has been implemented in the Digital Government Applications Academy.

The Digital Government Business Model

Digital Washington employs a business model where the digital government applications are organized along a theoretical line of complexity, with the least complicated applications to the left and the most complicated to the right. Starting with simple applications and making them more complex progressively adds things like payments, digital signatures, encryption, and, at the most complex, single sign-on.

²¹ Washington Sale
Cusbmer Quality
Survey, Dave
Pavelchek
Social & Economic
Scienes Research
Center, Washington
State University,
1999.

The Digital Government Business Model

Digital Washington employs a business model where the digital government applications are organized along a theoretical line of complexity, with the least complicated applications to the left and the most complicated to the right. Starting with simple applications and making them more complex progressively adds things like payments, digital signatures, encryption, and, at the most complex, single sign-on.

Applications that fall to the left, or less complex side, tend to have common components, stand alone, and are often the first implementation of an application that is likely to be replaced later by a more complex implementation. Because of these features, simple applications can be built very quickly by utilizing a template to reproduce the common features rather than developing them from scratch every time.

Moving to the right side of the complexity continuum engages security architecture and the custom build approach for application development. These development projects are much more complex, robust, with complicated workflows, and security-sensitive data.

By ranking the first 100 or so prospective applications identified in the original Digital Government Plan along the complexity continuum, it turns out that 85 percent fall to the left side of the business model. These applications can be built very quickly by utilizing templates and common components. The remainder require the more complex components of underlying infrastructure, some of which is now complete, and some which will be completed during phase two of the infrastructure development.

The business model provides a lens for examining government's supply chain, and can be extended to transform government's supply chain into a digital value chain, and restructure government's relationship with its trading partners.

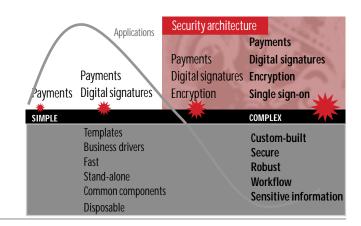
The Trading Partner Strategy

In most communities, visitors are welcomed and treated hospitably but they are not well known by the people with whom they do business. Their cash transactions are handled routinely by local businesses but they are likely to be asked to verify their identity when requesting lodging or an extension of credit.

E-business model

"Start small, scale fast, deliver value. In other words, it is important to bank some quick wins from smaller projects that achieve what they set out to do ... before moving on to bigger things....

The Economist, June 24, 2000



In contrast, other area businesses, national suppliers, or public agencies have regular and recurring transactions among themselves. They are known to each other, have routine credit arrangements with each other, and may have authorized access to each other's loading docks or facilities. In short, they are trading partners.

So it is in Digital Washington. There are thousands of businesses and other entities that have regular and recurring relationships with government. That relationship may be characterized by some combination of receiving payment for goods or services provided to (or on behalf of) the state, making quarterly workers compensation filings, meeting reporting requirements, or paying taxes. By conventional means, these businesses find themselves dealing with numerous agencies—not a single trading partner—each with its own forms, accounts receivable processes, and reporting requirements.

The infrastructure of digital government makes possible a new trading partner strategy that streamlines data entry, payments, and disbursements across the state enterprise. It begins with the opportunity for businesses to enter Digital Washington through one gate and navigate among different agencies' service applications using one electronic user credential. From there, trading partners streamline the means by which they are paid for services rendered, and make payments for any assessments.

The trading partner strategy is important to two of the three major categories of digital government:government-to-business (G2B), and internal operations, or government-to-government (G2G). The third category, government-to-citizen (G2C), is largely unaffected. The main impact of the trading partner strategy on the citizen is in her role as a taxpayer, because she stands to benefit from greater efficiencies and lower operating costs in government. The state's five million residents, in the vast majority of the cases, can remain anonymous in their online dealings with government.

A prime example

In a prime example of the benefits that can be realized from the trading partner strategy, the Department of General Administration (GA) is implementing its Ultimate Purchasing System (UPS) as a new way of doing business online. UPS is designed to help agencies stretch their limited resources by providing a convenient online method for purchasing goods and services. By consolidating the more than \$1 billion in purchases by state agencies, school districts and other public organizations, GA can track which goods and services customers buy most often and can seek lower prices through volume buying.

The system is similar to other online operations where customers select items, place them in a digital shopping cart and pay electronically. Orders are sent directly to vendors, speeding confirmations and deliveries. UPS also adapts to numerous public agency financial systems, providing end—to-end online transactions that allows users to spend less time processing paper.

The initial release of the Trading Partner Strategy will be finalized this fall by the Digital Government Executive Steering Committee. A new relationship between the state and its business partners is foundational to realizing the efficiencies of transforming the supply chain.

Value Chain and Investment Model: **Toward an Advanced Financial Strategy** to Digital Government

Digital government marks a significant milestone in transforming the conventional supply chain to become an Internet-enabled government value chain. Put another way, the Internet may enable the public sector to deliver on its promise of transforming government.

The 2000 Legislature continued its practice of creating funding pools for specific opportunities by establishing the Digital Government Fund. It set aside \$10 million dollars in spending authority to support the state's Internet strategy. The proper stewardship of these funds is an important next step in building an advanced financial strategy to sustain and mature the transition to digital government. At least three questions need to be addressed:

- What is the source of funds to cover initial development costs of the new Internet channel?
- How are costs recovered to support continued operations and maintenance of the new channel?
- How are additional costs mined out of the business practices of government to expand the new channel and be made available to support new opportunities?

To be most useful, information about digital government costs must be compiled and analyzed from a full costs basis, utilizing a unit of service as the common denominator. By calculating the fully loaded costs of providing one unit of service in the traditional manner to the fully loaded costs of providing the service electronically, an accurate comparison of the real financial impacts can be achieved.

For digital government, cost alone is insufficient justification for investment. Electronic commerce applications must provide a return on investment that is calculated through a business case analysis. This includes exploration of business issues: how does the application improve service delivery, reduce waiting periods, improve efficiencies, support cross-cutting agency service delivery, as well as reduce the cost of a unit of service—what is the time to market for the new services?

In the private sector, these are questions of the venture capitalists. The state can adopt a similar model by requiring that projects, which tap the fund, be considered investments that are expected to produce real dollar returns. These returns can be used to make subsequent investments in other applications. Agencies are accountable (ultimately) to each other for their use of the investment fund dollars, and success creates and expands opportunities for additional investments in digital government.

As a large-scale purchaser of goods and services, government can take a lesson from the private sector to reduce costs and make tax revenues go further. According to analysis published by The Economist, "The potential for savings comes from the

sheer scale of public-sector spending and from the opportunities to make internal processes more efficient. American federal, state and local procurement spending on materials and services this year will be around \$550 billion. Some big private-sector companites are now acheiving annual savings in the region of 20 percent by putting their supply chains on the web. If government services in the United States could replicate that, they could save \$110 billion a year." ²²

The pending launch of next generation digital government applications brings with it the policy issue of disrupting the existing supply chain in ways that extract inefficiencies and drive traffic to the new Internet channel—all with a view to realizing the attendant savings. The first release of a model or policy framework for an advanced financial strategy to digital government is transitioning to a new Government Value Chain is due by year's end.

The Digital Readiness Guide

Another tool for implementing digital government quickly, easily and effectively is the Digital Readiness Guide, which is currently under development in conjunction with the Center for Digital Government. Its purpose is twofold. The first is to give agencies a way to get started on the digital transformation of turning government to face the people. The second is to help them be successful in their endeavors.

The successes and failures of private sector dot.coms provide valuable lessons for the public sector, and the critical success factors and common pitfalls they have identified can

easily be modified into guiding principles for the public sector. The readiness guide uses these lessons to provide a way for agencies to quickly and accurately determine their readiness to move into digital government and then plan and act accordingly to ensure success.

The guide identifies four critical drivers of success in the digital government arena. They are:

- commitment, including leadership, integration of business and technical goals, organizational mindset, culture, and organizational structure;
- customer focus, including strategy, navigation, incentives, feedback, and prioritization of opportunities;
- coordination with stakeholders, including adoption of statewide policies, utilization of available infrastructure, consideration of statewide goals, and participation in digital government steering and advisory committees; and
- capability, including resources, technical maturity, flexibility to implement new technologies, change management, and sourcing strategies.

The Digital Readiness Guide includes a multiple-choice test that agencies can use to score themselves. The test identifies the relative strengths in each of the four areas and determines if the areas are aligned to work together. The guide also helps agencies examine and address those areas that may have underutilized potential or those that need remediation. Finally, the guide promotes an incremental approach to launching applications on the Internet, starting with putting up information on the web site as a first step and then making it more interactive as the agency's sophistication and readiness

Matthew Symonds,
"Survey: Government
and the Internet:
The next revolution:
After e-commerce, get
ready for e-government,"
The Economist,
June 24,2000.

scores increase. The Digital Readiness Guide is due for release in October 2000.

The Digital Washington Building Code: The Applications Template and Outfitting Model (ATOM)

Early models and prototypes of what has become Digital Washington date back five years. In a half decade of experience with pilot and proof-of-concept activities, the family of agencies has increasingly realized the need for a building code for the .gov Internet community. They have recognized the need for a common way to hook up to the infrastructure. Such an approach helps ensure that well behaved applications can co-exist with each other and, together, provide a common citizen experience while ensuring that the operations of one application do not conflict with those of others. Most recently, the community of value has done considerable work on common approaches to the technology, business, and authorizing processes of building Internet applications. In a brick and mortar community, such a common approach is called a building code. In Digital Washington, it has been codified as a unified project planning and integration model called ATOM.

The Applications Template and Outfitting Model (ATOM) builds on a half decade of experience with emerging technologies. It takes the guesswork out of starting a project—and much of the research and heavy lifting out of finishing it. ATOM walks project teams through the process of developing and executing applications in the Digital Washington environment – each task, step by step, start to finish.

ATOM provides a mechanism to mine time and effort out of the process of developing new Internet applications to create new electronic services. Agencies never have to start from scratch again—neither does any private contractor hired to help them.

With ATOM, developers use a common set of building blocks in Internet applications while taking advantage of a consistent approach to project planning and securing the necessary authorizations and approvals. ATOM details:

- How to prepare the project business plan
- When to conduct a cost benefit analysis (CBA)
- Who to contact for web server hosting and securing an Internet application
- What approvals or authorizations are needed when and from whom, and
- How to implement credit card payments with an application.

The outfitting model assumes underlying commonality even among apparently dissimilar Internet applications. In fact, experience has demonstrated that key design elements and functionality can be commoditized and, in fact, have been. Specifically, application templates allow developers to reduce time, cost, and effort by commoditizing common components:

Security	Help Desk
Payments	Portal
Access Control	User Interface
Digital Signatures	Navigation
Archive	Project Planning

The use of common components brings at least four significant benefits to the orderly development of Digital Washington. First, it helps to ensure a common experience for citizens and business users of public sector Internet applications. Second, it helps ensure the development of well-behaved applications that will co-exist peacefully within the shared environment and on the user's desktop. Third, it drives development costs down

because neither the agency nor its contractor has to re-invent ten major aspects of Internet development. Fourth, and most importantly, it allows all parties to play to their core strengths.

Agencies and, at their discretion, contracted developers are free to focus on those things where they add unique value – including but not limited to business transformation, backend integration, business rules, and marketing.

User's View of ATOM

Business Consultant Lamar Smith.

Lamar owns and operates an Internet web site development business in Yakima, WA. He wants to know how the state builds digital government applications to help him bid on and complete projects. He specifically wants to know when they need the user interface designed and what standards or guidelines they should follow. Lamar logs into Access Washington, clicks on Digital Government, and then on ATOM. Within minutes Lamar has a detailed step by step plan he uses to consult the agency that just called. He even clicks on and downloads web style guide templates. He then uses ATOM to build the estimate, and subsequently after receiving the work order, to actually build the application. Lamar saved hours of research and processing time and was able to communicate the project plan and updates to the agency easily with each state business and technical requirement. The agency was also pleased Lamar's work had the look and feel of other applications used around the state to make it easy for the citizens and business owners who use them.

Agency Project Manager Lisa Johnson

Lisa has been a project manager in her agency for the past two years. She has good experience with managing projects but spends much of her time gathering business needs, learning updates to state standards and guidelines, and especially learning about how to incorporate new technologies like electronic payments (e-payments) and web security. With ATOM, Lisa uses the template to keep up to date on current technologies, state guidelines and standards, and learns exactly how to implement a credit card transaction into her agency's application. For Lisa, ATOM saved hours of research time and coordination work. Now it is "point and click."

Whether seen through the perspective of agencies, the private sector, or taxpayers, ATOM delivers a compelling value proposition.

For an agency, ATOM reduces three of the ugliest problems of any IT development project: time, cost, and risk. By identifying key project steps that are unique to Internet development, ATOM promotes a successful outcome in a timely manner. By verifying that agencies consult with key stakeholders and check policies at the appropriate stage in the lifecycle, ATOM assures that the project will meet with final approval from the community. ATOM saves expenses by avoiding missed steps and project delays. ATOM guides the integration of the project into the new infrastructure and fosters the enterprise approach, which not only helps the agency benefit monetarily from the state's economies of scale, but helps the final application function more smoothly.

For the private sector IT vendor, contracting for projects based on the ATOM template saves time, risk, and hassle, ATOM streamlines

the approach to developing Internet applications

in state government, so everyone knows what to expect during development. There are no missed steps and change orders are minimized since optimal use of infrastructure, adherence to state policies, and compliance with interface, behavior, and common look and feel guidelines are ensured. The requirements and expectations are clear, the definitions phase is reduced, the contracting and development processes are streamlined, the vendor takes on less risk and can therefore offer their services at lower prices. ATOM creates a win-win situation for everyone: the state, the private sector vendor, the taxpayer and the user.

A working model of ATOM was developed through multi-agency collaboration in the Digital Government Applications Academy. Components of the model are being used by project teams in a number of agencies. Their experience, coupled with process validation with key players in the public sector, will be integrated into the initial release of ATOM, scheduled for September 2000.



Conclusion: Leading by Doing

A community's foundation that, in an earlier era, might have been laid in concrete and steel, has now been cast in silicon. The means have changed, but the inspiration for Digital Washington comes from the pioneers (and the dreamers) that have shaped the Pacific Northwest.

Leading by doing. It is the way business gets done in the Pacific Northwest. It was William Boeing's approach when he began designing and building aircraft in a red barn early last century. That barn is now the history wing of the Museum of Flight, standing in the shadow of the Boeing Company's production facilities – a start up symbolically wrapped in the infrastructure that evolved into a world leading company.

It was the vision of Bill Gates and Paul Allen when they believed that licensing the operating system for the then nascent PC industry was a latent opportunity to shape an entire market.

It is what drives the thousands of .com companies in the Northwest to transform old business processes – and put consumers in charge of purchasing decisions.

It is the calculation of Starbucks that coffee is only coffee without the in-store experience. Speaking of experience, it is the bold, controversial architecture and technology of the Experience Music Project that immerses visitors in the legacy of the northwest sound and the creative minds who brought it to life.

Leading by doing: it is also the way government gets done in Washington.
The state is committed to digital government that transforms tired bureaucratic processes and puts citizens in charge of their relationship with government. It is redefining public service.

Digital Washington

Governor Locke insists that if they can do it in Redmond, we can do it in Olympia. We can, and we are.







Makir

ONLINE APPLICATIONS LIST
g o v e r n m e n t to c i t i z e n

Making Washington the most citizen-centric government in the nation.

Public Services

Find It! Washington

Provides an easy and powerful way to find government information using the State Library's Government Information Locator Services (GILS).



Legislative Information Tracking

Provides the ability to track the progress of any bill or measure that is currently in process by the state legislature.



Local Government Finance Study http://leap-apps.leg.wa.gov/LGFS/

Gives financial data, including expenditure levels, revenue sources, and budget information, by function, for all local governmental agencies. Includes comparative data back to 1991.



Government

Local Government Finance Reporting System

Provides online reporting of revenues, expenditures and fund balances for Washington State counties and cities dating back to 1991.



Vital Records

Allows Washington residents to order certified copies of vital records online including the following:

Birth Certificates

Death Certificates

Marriage Certificates

Divorce Certificates



Basic Health Plan

Allows online forms to be downloaded, and provides access to detailed information about each program.

Unclaimed Property Inquiry

Provides citizens with the online capability of finding money or other tangible assets that have been turned over to the state. Examples would be unclaimed funds in bank accounts, utility deposits, inheritances, etc.

Prevailing Wage Database

Provides the hourly wage rate, by trade, for public works construction projects in local areas.

Self Insured Employer List

Provides a list of self insured employers, available for download.





ONLINE APPLICATIONS LIST g o v e r n m e n t to c i t i z e n

Public Services

Early Childhood Education and Assistance

Provides secure access for contractors to upload and download forms, provide data, and access documents and program information.



Low Income Home Energy Assistance Programs

Provides information on the low income Home Energy Assistance Program via website.



Personalized Plate Sales

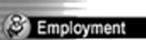
Provides online search of personalized or "vanity" plates for vehicles, to determine if the desired personalized plate has been issued or is available for assignment.



Government

Contractor Registration Inquiry

Provides online capability to determine if an individual, electrician or plumber is state-certified for his/her trade.



Electrical Inspection Request System

Allows users to request inspections on existing electrical work permits.



Electronic Benefits Transfer (EBT) for Food Stamps

Provides eligible recipients in participating counties with a magnetic-strip card that allows them to access their benefits. The cards offer a safe, convenient and accountable method of distributing benefits without the use of paper stamps or coupons.



Lattexy Results

Electronic Benefits Transfer (EBT) for Welfare Payments

Provides welfare recipients with account cards that can be used at retail point-of-sale debit machines for food purchases, or, with agreement of the merchant, cash only or cash back with a purchase. The cards can also provide the ability to obtain cash benefits from cardholder accounts at participating automatic teller machines.

Access Washington Resource Directory (AWRD)

Provides access to 22 different types of agencies/organizations for food, clothing, housing, counseling, education, employment, medical, and disability. Available to citizens, clients, case managers and counselors.

Workfirst

Provides information on the Workfirst program via a website.

Job Training Partnership Act (JTPA)

Accepts and transmits Institutional Training Contracts with Community Colleges electronically.

Tourism

Provides an automated order form that allows consumers to order travel publications.



ONLINE APPLICATIONS LIST

government to citizen

Public Services

*Washington's Interactive Labor Market Analysis (WILMA)
Provides direct access to labor market data.

₩New services!

Business

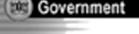
***Unemployment Insurance Benefits**

Allows citizens to fill out an initial application form and transmit it over the Internet and to certify it for continuing claims via Interactive Voice Response System (IVRS).



***** Worksource Washington

Offers job orders and talent bank over the Internet and allows job seekers to obtain employment and training information. Allows job seekers to apply for jobs electronically



***Fraud Reporting**

Provides an online method for reporting potential fraud to the Department of Labor and Industries



Online Services

★Vehicle/Vessel Registration Inquiry http://intra.dol.wa.gov/applications/veh-svcs/ivips/

Allows online inquiry into the ownership of any vehicle registered within the State of Washington. This ability requires a contractual arrangement with the Department of Licensing.



- *Aerial Photography Products and Services http://www.wsdot.wa.gov/ppsc/aerial/
- *Airport Information http://www.wsdot.wa.gov/Aviation/
- *Ferry Schedules and Reservation Information http://www.wsdot.wa.gov/ferries/

***Environmental Activities** http://www.wsdot.wa.gov/eesc/environmental/

- *Mountain Pass Road Report http://traffic.wsdot.wa.gov/sno-info/
- ***Pilot Registration** http://www.wsdot.wa.gov/Aviation/
- *Property Boundaries http://www.wsdot.wa.gov/monument/
- ***Public Transportation Options** http://www.wsdot.wa.gov/pubtran/getthere/destination.htm
- *Real Estate Auctions http://www.wsdot.wa.gov/eesc/realestate/
- *Traffic Information http://www.wsdot.wa.gov/traveler.htm
- ***Train Reservations and Tickets** http://www.wsdot.wa.gov/pubtran/cascades/amtrakcascades/
- *Traveler Information http://traffic.wsdot.wa.gov/



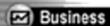
Lottexy Results

(access washington)

Washington State Government Information & Services



















Lottery Results

ONLINE APPLICATIONS LIST

government to citizen

∗Boat Moorage

Allows people who want to moor their boats in state park waters to pay for a moorage permit with a credit card, then print it instantly from their personal computer.

***Campsite Reservations**

Allows citizens to request camping spaces at state parks via email. The system is networked with other states

*****Online Publications Orders

Private individuals may order preprinted publications online from the State Printers Office and pay for their purchases by credit card

*Washington Access to Criminal History (WATCH) at https://watch.wsp.wa.gov Provides online access to felony-conviction criminal history information.

*****Criminal Background Checks with Fee

Provides an online capability to purchase a copy of the criminal history record of anyone having a felony conviction in Washington state.

***Caseloads of the Courts of Washington**

This key statistical document is published exclusively on the website. Information for statistical tables is automatically extracted from the Judicial Information System (JIS) database and converted to html format. Excel spreadsheet and PDF versions are available for download. Phase II of this project, targeted for spring 2001, will add the ability to perform browser based ad hoc queries of the caseload database.

*****Court Directories

The Washington Courts website contains the Washington Courts Directory (courts, judges, administrators and managers for all Washington state courts), and the Minority and Justice Commission's Work Force Diversity Directory for Washington State Courts

*Appellate Court Decisions

The OAC publishes Washington State Supreme Court and Court of Appeals opinions on the website.

***Forms for Court Documents**

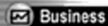
All Washington State pattern forms for official court documents are available in the website for download in Word documents.

accesswashington [™]

Washington State Government Information & Services





















Lottexy Results

ONLINE APPLICATIONS LIST

government to citizen

- *KIDS Interactive Voice Response http://www.wa.gov/dshs/dcs/payments1.html DSHS's automated telephone system, known as "KIDS" is an interactive voice response system where information about child support payments can be accessed day or night through a toll free number.
- *Division of Child Support "Reading Room" http://www.dcs.dshs.wa.gov/dcs/director/drr/
 The Reading Room provides up-to-date information for the public about child
 support topics of interest including legislation, enforcement, and community
 resources for custodial and non-custodial parents.

*****Foster Parent Training -Video/Web Based

http://www.wa.gov/dshs/trial/fosterparents/littlefox.htl Foster and parent training will soon be expanded to include digitized videos available through the Web. Colorful narrated videos, in the form of stories, will address such topics as fetal alcohol syndrome.

- *Volunteer Guardianship Monitoring Program http://www.wa.gov/dshs/aarp/index.html DSHS, Washington State Courts, and community organizations assist the elderly through the volunteer guardianship monitoring program. Volunteers help judges protect incapacitated persons by reviewing records and making home visits. This webpage serves as a recruitment tool and provides program information and training resources.
- *Children's Health Insurance Program (CHIP) http://maa.dshs.wa.gov/CHIP/Index.html
 The home page for Washington State's Children's Health Insurance Program (CHIP),
 provides news, a complete program description and Washington's plan (downloadable).
 It serves families by answering Frequently Asked Questions about health insurance
 for children.
- *Independent Living Skills http://www.wa.gov/dshs/ils/ils.html
 This site has contact information for five different types of DSHS services to assist clients, specifically young adults, develop skills for independent living. An interactive map allows the user to click on a map and find services in their local area.
- *"Most Wanted" http://www.wa.gov/dshs/dcs/mostwanted/ Photos and profiles of individuals "most wanted" for nonpayment of child support are found on this website along with directions for anonymous reporting of their whereabouts.
- *Ageing and Adult Services Facility Search http://www.aasa.dshs.wa.gov/Resources/clickmap.htm Resources for the aging can be found by clicking on a regional map.

eesswashington

ONLINE APPLICATIONS LIST

ashington State Government Information & Services



government t o citizen

- Public Services
- *Boarding Homes http://www.aasa.dshs.wa.gov/Professional/BHDir/BHDirectory.asp This website allows the user to search a database directory of licensed boarding homes using specific search criteria.
- Business
- *Nursing Homes http://www.aasa.dshs.wa.gov/Resources/nh.htm Visitors to this site can review survey reports of Nursing Homes in Washington, or search a database directory of nursing facilities.



*****Department of Ecology Employee Directory

Government

Provides citizens and employees with access to the entire directory of Department of Ecology employees, including information on each employee's areas of expertise.

Online Services

***Department of Ecology Publications**

Provides access to all Department of Ecology publications utilizing a standardized bibliography format.

Employmen

***Department of Ecology New Publications**

Publishes all new documents and papers released by the Department of Ecology on the web.



***Public Rule Making**

Provides online forms and applications for the public to use in responding to proposed rules, regulations and documents



***H.E.R.E. in Washington** http://www.doh.wa.gov/HERE/:The Health Education Resource Exchange (HERE) is a clearing house for locating health education information, materials, events, and other materials

Lottery Results

- *WSCR-Cancer Registry http://198.187.0.44/WSCR/: CFH Cancer program Provides interactive queries on the Cancer Registry
- * Department of Health Publications Database http://www.doh.wa.gov/Publicat/pubsdata.html Provide keyword searches of the publications database to identify material that is available
- ***YRAD Youth Health Risk Assessment Database** http://198.187.0.44/NICE/YRAD/ Data from a variety of sources is available to assist local jurisdictions and others in developing programs for at risk youth.
- ***Department of Health Employee Directory** http://www.doh.wa.gov/direct/phone97.html Searchable employee directory



government citizen

Public Services

Applications for State Service

Provides citizens with the ability to apply for state jobs online.

Still in the lab.



Lobbyist Filing

Allows Lobbyists to file with the Public Disclosure Commission.

ducation

Vehicle License Tab Renewals

ONLINE APPLICATIONS LIST

Provides the ability to renew vehicle registrations online. Targeted for July 1, 2001



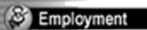
Personalized plate

Allows citizens to order and pay for personalized plates online. Target date is after July 2001

Online Services

Drivers' Abstracts

Extends existing application now available to business so that citizens will have the ability to purchase a driver's traffic infraction record online.



Driver's Licensing Renewal

Provides online renewal of a resident motor vehicle license.



Duplicate Title and Registration Certificates

Allows citizens to make online requests for duplicate certificates. Target is January 2002.



Title and Transfer of Ownership Requests

Allows citizens to make online requests for a printed title or an affidavit in lieu of title to transfer ownership of Washington-based vehicles. Target is July 2001



Driver's Licensing Replacement

Allows citizens to request the replacement of their driver's license.

Maps

Allows the online credit card purchase of maps.

These are available from various state agencies for many different purposes.

Purchase of L&I Electrical Permits

Allows consumers to purchase permits for electrical work online.

Hunting & Fishing Licenses

Allows citizens to purchase hunting and fishing licenses online, provides more timely and accurate sales and revenue data, and more effective management of the State's fish and wildlife resources.

Trail and Snowpark Permits

Allows citizens to purchase permits, which allow the use of various natural trails and snow recreation areas throughout the state.

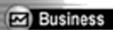


Lottexy Results

Access washington Washington State Government Information & Services



















Lottexy Results

ONLINE APPLICATIONS LIST

government to citizen

Community Services

Allows users to access all program information including reports, publications, training updates, application submittals, program resource links, and lists of food banks, as well as information on crime victim's rights.

***Apprenticeship Programs**

Provides convenient access for information about all apprenticeship programs statewide. Provides convenient means for individuals to apply for apprenticeship programs.

** New Ideas!

***Dislocated Worker Programs**

Allows citizens to access information about available services.

*Labor Market Information Access

This system will result in timely and accurate state, regional, and local labor market and career information readily available and easily accessible by the public. This system consists of a consumer report subsystem and a WIA service provider subsystem.

***BRFSS** - Behavioral Risk Factor Surviellance System

Survey information about health risk factors that contribute to disease occurences and deaths. Available January 2001

***Cybercenter**

Allows citizens to file and process a complete consumer complaint, including the response, online. This is a joint project with the U of Washington School of Law and is integrated with other consumer functions.

***Pro Se Forms**

The OAC is currently developing the programs to enable pro se litigants (persons who are representing themselves in a court case) to complete pattern forms through a browser based question and answer process (similar to TurboTax). Initially the forms will be printed for filing in the courts. When electronic filing is implemented the programs will be modified to enable automatic filing. Three Domestic Violence forms will be implemented in a pilot project in the third quarter of 2000.

***Public Access Services**

The OAC plans to move its public access service (Justice Information System-Link) to the Internet in FY 2001. This service allows subscribers who pay usage based fees to access a limited set of JIS screens.

****Searchable Index of Court Cases**

The OAC will implement in its website a searchable index of court cases in FY 2001.



ONLINE APPLICATIONS LIST

government to business

Real people conducting real business in real time

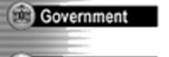


ELF -Electronic Tax Filing and Payment http://dor.wa.gov/index.asp?elf/elfcontent.htm: Allows businesses to file and pay quarterly and monthly excise taxes on line using the Combined Business and Occupation tax payment and filing service.



ELF L&I-Industrial Insurance Quarterly Reports

A pilot project that enables businesses to file industrial insurance quarterly reports online with an electronic payment method.



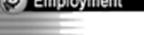
Excise Tax Bulletins (ETB) Inquiry

Allows subject/topic search and retrieval of ETBs for tax information reference.



Washington State Tax Determinations

Allows subject/topic search and retrieval of WSTDs for tax information reference.



State Business Records Database

Provides public access and query of the State Business Records Database.



Download taxpayer formsProvides the ability to download a variety of tax related forms in either Microsoft Word or PDF format.



ottexy Results

Interactive Voice Response (IVR) billing SSPS

Allows providers to submit billings via the Internet

New Hire Reporting

Allows employers to report newly hired employees via the Internet.

Environmental Permit Assistance Center

Provides a single online reference and help for completing and filing environmental permits from the Department of Ecology, the Department of Fish & Wildlife, Department of Health, and the Department of Natural Resources.

Electrical Inspection Request System

Allows users to request inspections on existing electrical work permits.

Injured Worker Claims Information

Provides secure access to injured worker claims information for selected employer groups and other organizations. Legal representatives and medical providers were added to the list of users as of July 2000.

L&I Workshop Registration

Provides online registration for scheduled, no-fee workshops offered by L&I.

Featured Site

government to business

ublic Service

International Trade

ONLINE APPLICATIONS LIST

Provides access to Online Publications, a searchable calendar of Events, and allows the user to request Trade Statistics and program information from a database.

Economic Development Provides publications via the web.



☀Pharmacy Billing System

₩ New services!

This dial in billing system allows pharmacy bills for injured worker to be approved and settled before the prescription is dispensed

Government

☀WISHA University (Washington Industrial Safety and Health Act)

Provides a single portal for occupational safety and health training and information.

Online Service

*Appeal Filings

Provides employers and employees with the ability to file an appeal online.

*****Master Business License Applications

Allows a prospective or existing business owner to apply for, and make changes to his/her Master Business License.



★Driver's Abstracts

Provides businesses (Insurance companies, Courts, service bureaus, etc) with the ability to purchase a driver's traffic infraction record online. Requires a preexisting contractual agreement with DOL. The service will be extended to the public in the future.



- **Aircraft Registration http://www.wsdot.wa.gov/Aviation/FAQ/FAQ-WMSARR-Answer-7.htm
- ***Commercial Vehicle Operations** http://cvisn.wsdot.wa.gov/
- *Contractor Prequalifying http://www.wsdot.wa.gov/fossc/cons/contaa/
- ***Contracts** http://www.wsdot.wa.gov/fossc/cons/ http://www.wsdot.wa.gov/fossc/trafficoperations/Signs.HTM
- ***Economic Partnership Opportunities** http://www.wsdot.wa.gov/TEPD/
- Engineering Publications http://www.wsdot.wa.gov/fasc/EngineeringPublications/
- ***Oversize/Overweight Vehicle Permits** http://www.wsdot.wa.gov/fossc/maint/motor/

***Unemployment Insurance Tax and Wage Reports**

Allows employers to file unemployment insurance tax and wage reports on an interactive application (UIFastTax) downloaded from the Internet or available on CD, which once completed is e-mailed to Employment Security for processing.



Lattexy Results

**CCESS Washington Washington State Government Information & Services





















Lottery Results

ONLINE APPLICATIONS LIST

government to business

***Unemployment Insurance NO PAYROLL Tax and Wage Reports**

Allows employers to file unemployment insurance tax and wage reports on an interactive voice response unit if the employer has not had any employees working in "covered employment" during the quarter being reported.

- *Pharmacy Web Site http://maa.dshs.wa.gov/pharmacy.html
 This web site contains comprehensive pharmacy updates for the department's
 Medicaid pharmacy providers in such areas as drug usage alerts, covered medications
 and the formulary drug index.
- *Homeless Training Resources http://www.wa.gov/dshs/homeless/index.html
 Agency staff and community service providers can access information and
 download training guides. This information is especially important for those who
 work with homeless families.

Agriculture Fruit, Vegetable, Grain, Hops, and Seed Certification

Still in the lab.

Allows agricultural producers to make online requests for services, receive inspection data electronically, and make fee payments online.

Lobbyist Filing

Allows lobbyists to file with the Public Disclosure Commission.

GIS Data Ordering

Allows citizens to order certain Geographic Information Systems data sets online.

L&I Electronic Filing

Allows employers to file quarterly worker's compensation reports with L&I using the Internet and an electronic payment method.

Prevailing Wage Intents and Affidavits

Allows the legal documentation (intents and affidavits) required of contractors to be filed online along with the appropriate filing fee. State law requires that certain wage rates be paid for public works construction projects. Target implementation date is Jan 2001

Corporation Document Ordering

Allows citizens and businesses to order certified corporation documents from the Secretary of State's office.

Corporation Filing Fee

Allows businesses to submit their Corporation Fees online.

Medical License Records and Checks

Allows citizens to inquire into the status of a particular medical practitioner.

cesswashington

ONLINE APPLICATIONS LIST

Washington State Government Information & Services



government to business

Public Services

Community Trade and Economic Development Applications

Includes a variety of services including:

Business

Statewide searchable calendar of events Manufacturer's database of Washington companies (with password protected updating of records by companies with a per record search fee)

Online help desk for exporting/importing

Online newsletter

Market/product information

Searchable database of trade services (freight forwarders, legal services, financing, translation) Tutorial on Exporting



Government

Online Services

Electronic Maintenance of Vehicle/Vessels Records

Allows the following information to be filed online:

Address changes

Seller's reports of sales

Abandoned vehicle report

Insurance/wrecker destroyed vehicle notification

Fleet vehicle records including payment of registration fees online



Corporation Data Ordering

Provides online multiple record information for a fee determined by the number of records retrieved. It can be ordered using a major credit card.



Professional License Renewal

Allows professionals in Washington to renew their license. A Pilot is targeted for 2001



Lottery Results

Unemployment Insurance

Allows employers to complete and submit unemployment tax and wage reports and payments via the Internet.

***Long Distance Learning**

₩New ideas!

A secured Internet based training management system for Employers and employees. Among other things this system tracks courses that people have taken and allows employers to determine their training needs. Target implementation date is 12/00.

***Consolidated Business Tax Filing (phase 2)**

Allows Washington State businesses to file and pay their business taxes at one online location.

access washington **

Washington State Government Information & Services





















Lottery Results

ONLINE APPLICATIONS LIST

government to business

***Electrical Permits**

Purchase electrical permits online. Target implementation date is 12/00.

***Boiler Information**

Provides boiler locations and inspection status. Target implementation date is 2/01.

₩Worker's Compensation Claims Filing

Enable worker's comp claims to be filed online along with medical documentation and billing. (Funding being requested for '01-'03 biennium)

***L&I Contractor registration and licensing services**

Online registration of contractors, licensing of electricians and plumber certification. (Funding being requested for '01-'03 biennium)

***The Social Service Payment System (SSPS)**

Allows telephone validation of vendor and payee invoices using an Interactive Voice Response (IVR) system. In the fall of 2000, this IVR will offer callers the choice of English or Spanish language to validate their invoices.

***WorkSource Washington Employer Services**

Provides access to broad range of services and online resources targeted to employers including Tax Information, Labor Market Information, posting of job announcements and talent bank searches to find qualified applicants.

Text



THE STATEWIDE INTRANE

INSIDE THE STATE

Meeting the public's expectation of cheaper, faster, better...services

Central Stores Online:

Provides online purchase of goods and services that are used by state agencies.

TRACKS Release 2

Provides version 2 of DSHS purchasing and asset management system.

Electronic Forms

Allows employees to download many of the more frequently used forms in state government.

Contract transmittal MDPP evaluation

Travel expense reimbursement voucher Supplies/Special order

Travel advance request Purchase Order

Travel advance request Purchase Order
Request for training Equipment request

Deferred compensation Classification questionnaire

Out of state travel request A-19 voucher

Records center transmittal Washington State employment application

Leave request Warehouse requisition

Timesheet Insurance
Duplication request Travel Form

Request for schedule change Vendor Invoice Payment Form

Overtime authorization

EDPP evaluation

EMall

Offers state and local government a convenient, single source for competitively acquired information technology products.

Online Technology Training

Allows public employees to enroll in, take, and be tested in any of 500 course titles related to information technology, including Lotus Notes Domino, Designing Interactive Web Applications, Project Management and a full suite of Microsoft courses.

Personnel Application Request

Criminal History System

Provides access to criminal history information for law enforcement agencies.

Claimant Collections

Allows the Department of Employment Security to electronically share information about claimant collections with the Office of Support Enforcement.

Electronic Payment Management System

Provides the receipt of EFT payment and deposit information from US Bank and allows the performance of accounting and reconciliation functions

acilities

etirement

ravel



THE STATEWIDE INTRANET

Government Operations E-Forms Facilities Finance Purchasing Quality



Revenue, Training Registration Systems

INSIDE THE STATE

Provides staff with the online ability to register for training.

Benefits Applications Online

Provides an online form to apply for benefits, with accompanying descriptions of health, dental, long-term disability and life insurance options.

Uniform Medical Plan Online

Provides the ability to access full benefits information and to enroll online.

Hands-free Vendor Payment

Allows agencies to create vendor payments either electronically (e-payments via electric-funds transfer) or by Warrant (via Warrant Insertion) through a streamlined process that gets the payment directly to the vendor without any agency handling. EFT payments to employees (for travel or other reimbursements) will join the lineup in March 2000.

NOTE - This application is not currently web-enabled, but is entirely automated, and resides on an IBM mainframe.

"Fastrack": - Enterprise Financial Reporting System

Provides web based access for requesting, viewing, printing and downloading of agency financial, budgetary and monitoring data. AFRS data from last night through last biennium are available for reporting. Customers can schedule reports that show detail expenditure and revenue transactions as well as summary expenditure and allotment information.

"BASS"

Enterprise Budget and Allotment Support System provides a suite of web based tools for agency use in the budget development and monitoring process.

Performance Measure Tracking and Estimating System (PMTES)

Provides a means to record planned and actual performance objectives.

Version Reporting System (VRS)

Provides agencies with rapid access to comparison reports for the various budget versions as the Governor and the Legislature release them.

Teachers Retirement System (TRS) Plan 3 Online Account Access

Provides a link for members of TRS Plan 3 with access to view personalized account information and the ability to execute account transactions online.

Online Retirement Benefits Estimator

Allows members to enter personal information for years of service, age at retirement and monthly salary at retirement to calculate an estimate of retirement benefits.

THE STATEWIDE INTRANE

INSIDE THE STATE

Vashingto





I D E

acilities

acilities

uality

e

enefits

etirement

ibrary

ravel

Net Asset Values (NAV)

Provides Deferred Compensation Program (DCP) participants with access to the eight different investment options that are available. Members can review daily net asset values, historical performance returns, trading symbols and more.

Deferred Compensation http://www.wa.gov/DRS/forms/index.htm Participants in the Deferred Compensation Program (DCP) can complete enrollment forms online and initiate contract changes to their account.

Retirement Forms http://www.wa.gov/DRS/forms/index.htm
Retirement system members can also access a variety of forms, such as name/address change, withdrawal of contributions, and electronic fund transfer.

Electronic Retirement Transmittal Correction

Allows employers to electronically transmit secure corrections to their employees' personal account with the Department of Retirement Systems.

Public Works Program

Provides program information, applications, forms, and reports, as well as application packages for the Community Mobilization program.

Other applications, available from General Administration:

Vehicle Contract Online Ordering
Surplus Property Disposal Request System
Capitol Facilities Service Request
Commute Trip Reduction Bicycle Registration
Campus Parking Registration/update
Moving Form Requests
Motor Vehicle Ordering/Purchasing System
Automated Bid Process
Corporate Express Automated Ordering

☀New services

***CMS PO Box Delivery Schedule**

Allows mail delivery people, dock workers and agencies to look up the delivery schedule for the state campus mail system, in order to check on schedule changes and determine next delivery truck for any emergency mail or pachage deliveries.

****** "BASS" Budget Development System (BDS)

Provides agencies with support in their budget development process. They are able to build budget decision packages containing narrative justification as well as estimated cost, and staffing, revenue, and performance impact. Budget decisions will be linked to the agencies' strategic plans.

shington

THE STATEWIDE INTRANET

Directories

Government Operations E-Forms Facilities Finance Purchasing Quality



** "BASS" Capital Budget System (CBS)

INSIDE THE STATE

Provides the agencies with support in the development of their capital budget. Various types of capital projects are supported as well as automated formulas for estimating project costs.

****Travel Voucher System (TVS)**

Automates the preparation, approval and payment of employee travel reim bursements. Available now at the Lottery Department and prospectively at L&I.

*****Online Registration for Retirement Seminars

Allows members to fill out an online registration form using a series of drop-down menus. When the form is submitted, an e-mail is sent to DRS requesting registration. A confirmation e-mail will be sent to the member when the registration is complete.

*****Online Retirement Benefits Estimator

Allows members to enter personal information for years of service, age at retirement and monthly salary at retirement to calculate an estimate of retirement benefits. DRS has added new estimators for Law Enforcement Officers and Fire Fighters' Retirement System (LEOFF) Plans 1, Teachers Retirement System (TRS) Plan 2, Public Employees' Retirement System (PERS) Plan 1 and 2, Teachers' Retirement System Plan1, and the Washington State Patrol Retirement System (WSPRS).

***Electronic Retirement Transmittal Form**

Expands the availability to employers of a web-based form that can be used to report their employees' retirement information. This easy to use form will allow any employer with Internet access the ability to create an electronic transmittal, thereby increasing the speed and accuracy of their retirement reporting.

- ****Washington State Investment Board (WSIB) Monthly Value** http://www.icmarc.org/trs3/Places the WSIB's monthly value online on the ICMA Retirement Corporation's site with the other Plan 3 investment funds.
- **Financial Modeling Software http://www.fin-ed.com/SERS/
 Provides School Employees' Retirement System (SERS) members access to transfer education workshop schedules and down-loadable financial software to assist with the decision whether to transfer from Plan 2 to Plan 3.

ATEWIDE

INSIDE THE STATE

Mashingto

***** Deferred Compensation Program (DCP) Online Account Access

Provides online account access to DCP participants to view account balances and investment allocations. This system also enables participants to execute transfers of existing balances between investment options on demand, and change allocations and future deferral amounts.

*****Deferred Compensation Program Financial Modeling Software

Provides participants with the ability to project future account accumulations resulting from different deferral amounts, earning periods, and growth rates. Software will also be available to estimate income needs during retirement.

Interactive Planning Tools

Provides tools to both current and prospective Plan 3 retirement system members to assist with decisions relating to contribution rates, payment/distribution schedules and savings goals.

***Business Card and Letterhead Ordering**

Public employees may register online to purchase business cards and letter head through a secure section of the system. This includes viewing proofs and making changes.

- *Freight Mobility Investments http://www.fmsib.wa.gov/
- *Transportation Grant Programs http://www.wsdot.wa.gov/ta/ProgMgt/GRANTS/GRANTS.HTM Provides information on state and federally funded transportation programs.
- *Technology Transfer Center http://www.wsdot.wa.gov/TA/T2Center/TechHp.html

***Employee Earning History Report**

Includes information on earnings, deductions, and contributions associated with any given check, also includes year-to-date totals. The service is fully integrated with the colleges' back-end administrative systems.

***Salmon Recovery and Recreation Program Grant Applications**

Provides the ability to fill out applications for grants to fund Salmon Recovery or recreation programs online

***Warehouse on the Intranet**

http://asd.dshs.wa.gov/html/oar_asset_warehouse.htm The agency's surplus inventory, consisting of several thousand items, is now located on the intranet. Offices throughout the state can conveniently schedule delivery of what they need and surplus what they don't.

Directories

shington

INSIDE THE STATE

E STATEWIDE INTRANET

December of the second second

Employee Services Benefits Parking Personnel Retirement Library Travel

***Legislative Tracking and Analysis**

http://intra.dshs.wa.gov/LRel/Trial%20Site/Startup.htm

This site gives agency staff all the tools and information they need for legislative tracking and bill analysis. The site includes forms, news from the governor's office, updates for legislative coordinators, and much more.

☀Video Interviews of Applicants for Public Assistance

http://intra.dshs.wa.gov/portfoliomgmt/WORDdocsDCSVideoExecSumm.doc DSHS identified the need for a more efficient method of obtaining information concerning non-custodial parents from applicants applying for public assistance. Instead of relying on a written referral, Division of Child Support (DCS) staff now conduct remote interviews, using video technology to connect the DCS employee directly with the applicant in the Community Service Office (CSO).

*****Division of Child Support Imaging Project

http://intra.dshs.wa.gov/portfoliomgmt/WORKdocs/DCSImagingExecSumm.doc This project is the result of a quality improvement effort in the Division of Child Support at DSHS. Imaging technology is already being utilized for the entry, storage, and retrieval of child support checks that arrive at the State Disbursement Unit. Imaging of child support orders, in cooperation with the county courts, will speed the entry and availability of child support court order documents.

**System for Automated Drinking Water Information Extraction (SADIE) http://198.187.0.44/sadie/asp/default.asp Provides on-line queries about water systems.

*****Cost Allocation Report

Provides several cost allocation reports for agencies' use.

☀Department of Health Financial Contracts Monitoring System (FCMS)

Provides access to contract financial information by vendor or contract.

- *Department of Health Chart of Accounts (COA) Provides access to Chart of Account information.
- **☀Department of Health Management Reporting System (MRS)**

Provides several up-to-date financial reports.

*****Department of Health Employee Evaluation Tracking System

Provide employee evaluation schedule information.

***Department of Health Systems Development Life Cycle (SLC)** Provides the SLC online for DOH application system developers.

THE STATEWIDE INTRANET

INSIDE THE STATE

***** Department of Health Information Resource Directory

This system provides access to an extensive database of all DOH applications and databases.

***Electronic CPAR** Web based version of the contract processing action request form.

*****Shellfish Tracking System

Provides information on water quality in areas that are frequently harvested for shellfish.

***** Department of Health Inside Health Feedback Form

Form for collecting feedback about *Inside Health* from DOH employees.

***** Department of Health Leave Balances

Allows an employee to look at their leave balances and history of leave usage.

***** Department of Health Training History

Allows an employee to see their training history

***** Department of Health Salary History

Allows an employee to see their salary history

***** Department of Health Signature Authority

Employee can see another employee's signature authority

*****Department of Health Employee Information Change Form

A form that allows an employee to update their employee directory information

- *****Department of Health Web based customer service surveys
- *****Department of Health Information Technology Service Request

System for computer help desk support

Still in the lab. Benefits Update

Allows employees to update their health care benefits online.

e-Procurement

The "Ultimate Purchasing System (UPS)" will allow customers to complete their purchasing transactions online. From product selection through payment, the UPS will offer the ability to electronically process orders, saving tremendous staff-time and money.

ırch

I D E

Vashingto

enefits

arking

etirement

brary

avei

shington

THE STATEWIDE INTRANET

INSIDE THE STATE

Leave Request

Provides an online method for employees to submit a request for any state approved leave. This system provides routing, and subsequent approval by the employee's supervisor or manager.

Travel Voucher

Allows employees to enter their travel related expenses on line. The system performs all calculations and edits based upon business rules established by law. Routing, subsequent approval, and entry into the financial system are also included as part of the design.

Training Registration

Allows public employees to register for training through the Department of Personnel.

ExecMon

Provides an executive monitoring system for high level, statewide and fund views of data and graphs. The data on the server are updated once a month after the AFRS Closing. The actual expenditures as of the closing are downloaded and combined with data from APS and TAPS (Allotments) and loaded into the database. Data are available for the past 10 years

The Internet Fiscal Note \$ystem

Replaces the old manual preparation and routing of fiscal notes with a fast and convenient web based process. Available for the 2001 legislative session.

Interagency Payment System

Provides a way for agencies to review bills and to make payments electronically for interagency services such as Central Stores, DIS services and AFRS billing.

A pilot payment by electronic journal voucher will be available in the summer of 2000.

Online Financial Training Systems (Classes)

Allows state employees to view the available financial policy and systems training offered by OFM and register for classes online. Available in August 2000.

Contract Management and Tracking System (CMATS)

Allows agencies to enter and track their minority and women owned business participation on contracts via the web. This aids in the development of disparity study results. Available in September 2000.

Washington State Investment Board (WSIB) Monthly Value

Places the WSIB's monthly value on line on ICMA/RC's site with the other Plan 3 investment funds.

Personnel

Library

Travel

Retirement

E-Forms



Policies

Directories

Agencies

Buildings

THE STATEWIDE INTRANET

INSIDE THE STATE

Mashingto

IDE

ravel

Statewide Disclosure Forms

Provides an online method for agencies to submit required annual financial statement and federal disclosure information to the Office of Financial Management.

Other planned applications from the Department of Community, Trade and Economic Development

Smart Growth survey with feedback mechanism
Best Available Science and Project Consistency Rules with a feed back mechanism
Growth Management Discretionary Planning grants applications
GIS data for land use planners and archaeologists

Other planned applications from General Administration include

Motor Pool Permanent Vehicle Dispatch-Target date June 2001 Real Estate Services Space Request-Target date June 2001 Online Surplus Auction Automated Invoicing-Target date June 2003 Bothel UW Campus Construction Extranet-Target date June 20001 Risk Management Information System - Target date June 2001

Other online forms under consideration at the Department of Social and Health Services include

W4

Training registration

Insurance

Payroll/Personnel data input process

Electronic Funds Transfer (cross administrations)

*New Ideas *Ultimate Purchasing System

Provides government agencies with an online shopping mall for all supplies and completely automates the entire procurement process from selection to approval to payment. It also reduces the cost of goods by utilizing and tracking volume purchases from vendors. Target date is October 2000.

*****Client Services Contractor Database

Creates a central database containing client service contract information.

The purpose of the database would be to provide state agencies with web accessible information about which agencies the contractor has contracted with, contractor's performance, and results of contract monitoring and independent audits.



Policies

INSIDE washington

STATEWIDE INTRANET

Directories

INSIDE THE STATE

E-Forms Facilities Finance Purchasing

Quality

Benefits Parking Personnel Retirement Library Travel

***Summary Offender Profile (SOP)**

Provides offender-based Criminal Justice information to authorized users via the IGN and eventually the Internet. Anticipated 6/30/01

***WebMSS**

Provides the capability for individual terminal users of a central Computerized Law Enforcement System (ACCESS) to use Internet Browser technology. Anticipated 6/30/01

- *Washington Access To Criminal History (WATCH) https://watch.wsp.wa.gov Allows Criminal Justice agencies to access Watch information via the IGN. Anticipated 6/30/01.
- ***Statewide HIV Activity Reporting and Evaluation (SHARE)** Tracks programs that provide HIV training and intervention activities. Does not track citizens. Available September 2000

*****Disease Information

Uses digital certification to exchange disease information between Medical providers, Local Health Districts and the Department of Health. Washington State Government Information & Services



e d u c a t i o n

ONLINE APPLICATIONS LIST

Digital government helps everyone...



Community and Technical Colleges College Tuition Fee Payment

Allows students to make their tuition payments online with their credit card. (Available at some institutions)



Online Admissions Application

https://admissions.ctc.edu/applicant/welcome.cfm

This is a series of forms that prospective students complete. By creating a temporary account and password, users can start filling out the forms and come back at a later time to complete. At the end of the process, users indicate which colleges should receive their application. Once reviewed at the college, the applicant's information is automatically entered into the student database system at the college.



Online Services

Government

Employment







Lottery Results

Online Schedule Planner (with Registration and Payment) has been implemented at most colleges and is fully integrated with their back-end administrative systems. Using a time grid, students indicate the hours in the week that they are not available. Students then list the courses that they want to enroll into. Upon hitting the "submit" button, the system scans the classes for available times, checks to make sure there is room in the classes, and also confirms that the student satisfies the course prerequisites. It then provides the student with a list of classes to select from. The student makes their selection, hits the "register", and seamlessly accesses the online registration application. Upon registration into their classes, the student can then pay by credit card.

Online Registration has been implemented at most colleges, with real-time integration with the back-end administrative system. Students select their classes. Upon enrolling the student, the system checks that the class isn't full, ensures that the student satisfies course prerequisites, blocks enrollment if the student has a hold on their record due to unpaid fines, asks students to update their record to indicate their purpose for attending, and calculates tuition and fees.

Online Payment is in final beta testing at the Seattle Community College District and is fully integrated with the back-end administrative systems. Upon registration, students pay their tuition and fees by credit card. If the student has been awarded financial aid, those funds are automatically applied to the amount due (financial aid application is implemented at most colleges).

Online Address Update has been implemented at most colleges and is fully integrated with the back-end administrative systems. Students can update their mailing address, phone numbers, and email address.

access washington ™ Washington State Govern

Washington State Government Information & Services



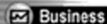
education

ONLINE APPLICATIONS LIST

register for a given term.



Online PIN Change application has been implemented at all colleges that provide any online services; it is fully integrated with their administrative systems. The Personal Identification Number (PIN) is kept private and is used to provide secure access to online services. For online services, the PIN is requested after the user enters their Student Identification (SID).



Student Class Schedule Report lists the classes that the student is registered for and a copy of their receipt of payment for the term.



Financial Aid Application Status provides financial aid applicants with information about missing or requested documentation and the status of their award.



Government

Transcript Report provides students with a copy of their unofficial college transcript.



Registration Time and Date Report lists the time and date after which a student can



Class Availability Report provides information about the status of a class, including seats available, instructor, time, location, and course description.



Tax Information Report lists information on students' IRS 1098-T form for the Hope and Lifetime Learning Tax Credits. Within this application, students can verify their payments made per term in the tax year.



College Applications Online allows prospective students to apply for admission to the public colleges and universities within the Washington education system.

Lottery Results

Online Class Roster Report lists students in a faculty's class and is fully integrated with the colleges' back-end administrative systems.

Online Grading allows faculty to submit their class grades online. Access is fully secure using Employee IDs and PINs. The service is fully integrated with the colleges' back-end administrative systems.

Universities

Online admission: allows prospective UW students to apply online for admission to undergraduate and graduate school.

Financial aid: allows UW students to apply for financial aid.

MY UW is a web portal for students and alumni a web portal that personalizes online applications. Students can look up their own class schedules, tuition balances, Husky card balances



ONLINE APPLICATIONS LIST

e d u c a t i o n

(that allow electronic payment of everyday costs such as meals, parking fees, and so forth), grades, and financial aid status. Each student's My UW site also offers email access, the day's news stories, and access to search engines. Financial aid awards can be directly deposited into bank accounts, and My UW allows electronic payments from bank accounts. Registration, including the ability to add and drop classes, will be available for fall 2000 classes.

The Evergreen State College (TESC) offers online information. Online applications for admissions, financial aid, and registration will be available in the fall of 2001.

Western Washington University offers a full range of online administrative functions, including admission application, financial aid application, and registration.

Online application at Washington State University: offers a full complement of online administrative applications. Prospective students can apply for admission on a fully interactive form tailored to the individual's status (freshman, transfer, returning, non-degree, etc.) and responses to some initial questions. Online application fee is paid by credit card. Applicants can also submit additional narrative information; receive the results of their preliminary admission evaluation; calculate their admission indices; check admission status; pay tuition and housing deposits; apply for financial aid; check financial aid application status; determine how courses taken at another institution will transfer to WSU; determine what courses taken at other institutions can receive WSU credit; and request and receive a degree requirements report that shows a transfer student's progress toward degree. Current WSU students can also register or add, drop or withdraw from classes; purchase optional services such as medical insurance, computer lab passes, sports passes, yearbooks, and so forth; search for classes based on a variety of selection criteria; view and print class schedules; receive grades; request and receive a degree requirements report that shows progress toward a degree; determine how a course taken at another institution will transfer to WSU; check financial aid status; determine balances owed on student accounts; make payments to student accounts; download forms for direct deposit services; review activity of direct deposit services; vote in student elections; and download a wide range of forms and brochures.

Extended Degree Programs (EDP) WSU offers distance education programs. EDP offers a web portal, My EDP. This application is especially helpful for distance students, who must work harder than on-site students to feel connected to their school, their faculty, and their fellow students.

Online admission at Central Washington University (CWU) allows prospective students to apply online for admission and financial aid. Starting fall quarter 2000, CWU students will have many other online administrative applications available, such as the ability to check financial aid status, grades, and class schedules.

Online admission at Eastern Washington University (EWU) allows prospective students to apply for online admission. Within the next few months, EWU students will have many other online administrative functions available, including the ability to register, add, drop, add optional fees, and obtain grades.



Lottexy Results



ASSOCIATION of COUNTY/CITY INFORMATION SYSTEMS

August 4, 2000

Mr. Joe Dear, Chair Information Services Board PO Box 40002 Olympia, WA 98504-40002

Dear Mr. Dear:

The Association of County/City Information Systems (ACCIS) is writing this letter to organized governmental associations in order to help increase awareness of the Washington State's Digital Government Plan. This plan, written by Washington State's Department of Information Services and supported by Governor Gary Locke, provides an exciting technological vision for enhancing government efficiency and capability, while significantly improving our customer's experience with government functions.

ACCIS is a professional organization composed of the chief information systems officers from many of Washington State's Cities and Counties. The ACCIS organization routinely meets and partners with Washington State department and agency technology communities to enhance our individual efforts. We support the vision of Digital Government and are encouraging your organizations support and involvement as well. We believe your participation is essential to help us address issues critical to the evolution of Digital Government in our state and to help promote consistent approaches that will enable our citizens to take advantage of these new resources.

Digital Government is more than just implementing electronic commerce applications; it also provides information to the public, such as land records, while addressing issues of privacy. Digital Government provides the ability to personalize government, so that our systems can anticipate the needs of the citizen and then walk them through the process of obtaining the service they require. In short, Digital Government gives us the ability to truly re-invent government into the appearance of "one" government.

To achieve the ultimate vision of Digital Government, it is extremely important that all political subdivisions of government work together to ensure our electronic systems can communicate and pass information. Personalizing government cannot function without this inter-operation. Many of the critical steps to obtain the goal of inter-operation of our multiple systems are already in place. An Inter-Governmental Network has been constructed and is being used today to transfer vehicle registration, criminal history, court information, birth information, and health alerts. Standards for operation of the Inter-Governmental Network are in place to ensure integrity of information transfer. It is clear that government at all levels will continue to build upon these investments in the future. Current issues of discussion are security, privacy, web standards, and architecture standards. The Inter-Governmental network is the backbone of Digital Government. As we move forward with defining and implementing a digital face to government in our state, your perspectives and support are critical.

ACCIS is interested in supporting the Digital Government plan and offers our assistance in understanding the many challenges, both legislative and technical, that stand in the way of implementing this vision. It is our opinion that Digital Government cannot be successful without all levels of government working together. We will be proposing that formal arrangements be considered for local government participation in further definition, development and execution of Digital Government strategies.

Please feel free to contact the undersigned to help us better understand how our organizations can work together on these topics or with any questions you may have concerning ACCIS or Digital Government.

Joel Woods, City of Lynnwood President

Jel & Woods

Jim Wilcox, Thurston County Vice-President

Dale Cantrell, Adams County Secretary/Treasurer

Jale Catroll

Michael Almvig, Skagit County State and Local Subcommittee Chair

Brenda Cooper, City of Longview Public Access Subcommittee Chair

Fruit

Build It Once

The Digital Government Portfolio-at-a-Glance

The Build It Once table provides an "at-a-glance" view of the digital government layers and identifies, section by section, components the state has completed or is working on to bring faster, cheaper, and better service to the citizen.

The first reading of the Build It Once table is perhaps best done section by section, working from the bottom up:

1. The Foundation Portfolio (section I) reviews the first work completed on portfolio management and illustrates the state's investment in mission critical systems, policies, and bedrock infrastructure.

2. The Early Adoption Portfolio (section II)

reflects the early work done to apply emerging technologies to business problems and service delivery needs.

3. The Digital Government Portfolio (section III)

identifies the current generation of statewide infrastructure, policies, and agency-specific

Internet application development that are necessary to fully implement digital government. The digital government portfolio addresses the preferred future state and, where unnecessary, duplication of effort and investment is avoided as part of the outcomes from Phase One.

On the vertical axis, the arrow points to the statewide shared objective – faster, cheaper, and better service to the citizen. The arrow head represents the balance that needs to be maintained among the three dimensions of Internet application, infrastructure, and policy development. The shaft of the arrow represents the critical path.

The Build It Once table illustrates that a comprehensive approach to digital government requires: a secure and reliable infrastructure; wide scale collaboration among agencies in working through the many and complex infrastructure and policy issues and; changes to outdated business practices to maximize efficiencies.

Service to the citizen:



faster, cheaper, better.

3 The Digital Government Portfolio Next Generation Agency Application Development

Internal-Government to Government (G2G)

Travel Voucher Procurement Leave Requests Interagency Payment

Statewide IT Policy (ISB-Specific)
IT Acquisition/Investments
Security Policy & Procedures
Authentication
Access Control
Encryption
Certification Authority
Messaging Infrastructure Standards
E-Payments
Credit cards
Personal/Financial Info.
Internet Checks
Internet Bill Delivery & Payment

External-Government to Citizen (G2C)/Government to Business (G2B)

Joint Tax Filing Master License License Tabs

John lax Filling iviaster License i	TICELIZE IADZ
INFRASTRUCTURE & APPLICATION	S BUILT IN SILICON
Statewide IT Infrastructure	Agency specific IT Activities
	Applications Templates
Security Architecture	Security Plan & Interface
Authentication & Single Sign-on	
Directory Services	
Access Control Services	
Encryption Services	
Certification Authority Services	
Advanced e-Forms	Tool Selection (Forms)
Messaging Infrastructure	
E-Payment Services	Payment Interface
Credit Cards	
Internet Checks	
Internet Bill Delivery & Payment	
State Financial EFT Capability	
	Project Design & Development
Web-based Applications support	
e-Storage	
Software Component Framework	Tool Selection
AW Web Style Guide	Requirements Definition
<i>Inside Washington</i> Portal	

2 The Early Adoption Portfolio Incubator for Business Transformation

Internal Government to Government(G2G)

Electronic A-19 Electronic Cash Online Correction Form
Invoice (GA)* Tracking (ECY)* (DRS)*

Collaborative Policy Statewide IT Policy (ISB Specific)

Public Access (RCW 43.105)

Executive Order E0 00-03

Disclosure & Privacy (RCW 42.17.260)

Software Exemption (RCW 84.04.150) Repository for EO 00-02

External-Government to Citizen (G2C)/Government to Business (G2B) ELF Tax Filing (DOR)* Sno-Park Permits (Parks)* WATCH (WSP)*

Internet Bid (GA)*

internet bla (ort)	
Statewide IT Infrastructure	Agency Specific IT Activities
Access Washington Portal	Web, IVR, VC, TV
[Model Privacy Statement]	[Published Statement on Portal & Web]
Credit Card Services	
Secure Access Services (fortress)	
Pilot Certification Authority	

1 The Foundation Portfolio Mission Critical Systems, Bedrock Infrastructure

Internal-Government to Government (G2G)

GIC Strategic Plan

AFRS (OFM)* Retirement (DRS)* PayOne (DOP)* Statewide IT Policy (ISB- Specific) **Collaborative Policy** IT Portfolio Management Portfolio Management (RCW 43.105) Year 2000 Liability (RCW 4.24.650) Year 2000 Compliance Information Technology (RCW 43.105) Standards Host Level Computer OS Distributed "Client/Server" OS **Database Systems** E-mail Telecommunications Wiring Inter-networking Standard Network Transport/Electronics K-20 Education (E2SSB 6705*) PCN / Livescan Justice Integration (RCW 10.98.160)

External-Government to Citizen (G2C)/Government to Business (G2B)

EBT (DSHS)* ACES (DSHS)* GUIDE (ESD)* One-Stop (ESD)*

Statewide IT Infrastructure | Agency Specific IT Activities |
[Implementation Continues] | [Phased Approach to Projects] |
[100 Percent Certified] | [100 Percent Certified]

[100 Percent Certified]	[100 Percent Certified]
System /390 & UNISYS 2000	Vanilla Project
Enterprise Electronic Mail Directory	Migration to Microsoft Exchange
Broadband Standards-based	INPHO (Health Network)
(TCP/IP) Backbone Network	
K-20 Network	Phase I & Phase 2
Justice Information Network	Justice Information Blueprint
GIC Clearinghouse	Coordinate Data